

# **2010 NASA Diversity and Inclusion Assessment Survey**

## **FINAL REPORT**

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# Executive Summary

## Introduction

The NASA Office of Diversity and Equal Opportunity (ODEO) sponsored the 2010 Diversity and Inclusion Assessment Survey to establish a diversity and inclusion snapshot, identify strengths and challenges, and design future activities for the continuing enhancement of diversity and inclusion efforts at the Agency. The survey was designed to assess current workforce perceptions about diversity and inclusion with a focus on the following topics:

- Employee understanding of diversity and inclusion and their benefits
- Employee perceptions about the culture of diversity and inclusion at NASA, including how managers, supervisors, senior leaders, and Center leadership promote and practice NASA diversity and inclusion policies
- Employee perceptions about their personal work experiences at NASA
- Employee awareness of diversity and inclusion information and initiatives at NASA
- Employee perceptions about the overall effectiveness of NASA in creating a diverse and inclusive work environment.

After an initial pre-notification e-mail from the NASA Administrator on September 15, 2010, the survey was administered electronically between September 17 and October 20, using e-mail with a Web link, to a census of all full-time and part-time NASA civil service employees. The response rate for Stennis Space Center (SSC) was 52.9%.

## Findings

### Demographic Comparison

SSC survey respondents were compared to the SSC population on several demographic characteristics, including supervisory status, race, gender, age, education, part-/full-time work status, and occupation.

Respondents may not be representative of the overall SSC population in terms of demographic and work-related characteristics. Differences of five percentage points or greater were found between respondents and the population for the following characteristics, including:

- Age
- Education
- Race
- Supervisory status

The Demographic Comparison table on page 7 provides more detail on the demographic comparisons between the SSC survey respondents and the population.

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## Notable Demographic Differences

Responses to all survey items were compared for different demographic groups within gender, race, supervisory status, tenure at NASA, and age. Out of 91 items, positive perceptions were different by ten percentage points or more for the following number of items and demographic groups:

- 23 items were different between males and females,
- 49 items were different between White and Non-white respondents,
- 59 items were different between supervisors and Non-supervisors,
- 16 items were different between respondents who worked at NASA for 10 years or less and those who worked at NASA for more than 10 years, and
- 35 items were different between respondents who are younger than 40 years old and those who are 40 years old or older.

## Comparison with NASA

SSC survey responses were compared to Agency-wide responses. SSC had 68 items with 70% or greater positive responses compared to 57 items Agencywide.

## Strengths, Considerations, and Opportunities - Overall

Out of 91 items,

- 68 are strengths,
- 20 are considerations, and
- 3 are opportunities.

Strengths are items with a 70 percent positive response or greater and indicate areas of success at SSC. Considerations are items with greater than 50 percent but less than 70 percent positive responses and may point to possible areas for enhancing diversity and inclusion at your center. Items with 50 percent or less positive responses highlight opportunities for SSC to make improvements to enhance diversity and inclusion. The top ten and bottom ten positive survey items for SSC can be found on pages 8 and 9 in the report.

## Strengths, Considerations, and Opportunities - By Research Question

Strengths, considerations, and opportunities were also examined by research question as shown below.

**RESEARCH QUESTION 1: Do employees at NASA understand diversity and inclusion and their benefits?**

Out of 3 items,

- 2 are strengths,
- 1 is a consideration, and
- there are no opportunities.

# Executive Summary

RESEARCH QUESTION 2: What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Out of 31 items,

- 17 are strengths,
- 13 are considerations, and
- 1 is an opportunity.

RESEARCH QUESTION 3: How do employees perceive their own experiences at NASA?

Out of 46 items,

- 41 are strengths,
- 5 are considerations, and
- there are no opportunities.

RESEARCH QUESTION 4: How aware are employees of NASA policies and initiatives to promote diversity and inclusion?

Out of 4 items,

- 2 are strengths,
- there are no considerations, and
- 2 are opportunities.

RESEARCH QUESTION 5: How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

Out of 7 items,

- 6 are strengths,
- 1 is a consideration, and
- there are no opportunities.

## **Recommendations for Next Steps**

The steps below make up one approach for action planning using the Diversity and Inclusion Assessment Survey results. These steps may be modified as needed.

### ***Step 1: Review and Discuss Relevant Information***

As an initial step, we recommend carefully reviewing and reflecting on all the survey findings, including comparisons with NASA Agencywide, notable demographic differences, strengths, considerations, and opportunities, and the comments to the two open-ended questions.

# Executive Summary

## ***Step 2: Develop an Action Plan***

When all of the information deemed important is gathered, reflected upon, and discussed, it is time to develop an action plan. The action plan should answer the following questions:

- A. What is the problem that needs to be addressed?
- B. What are the goals?
- C. What initiatives or interventions will help achieve these goals?
- D. Should these initiatives or interventions be pilot tested first, before implementing them Agencywide?
- E. Who will be affected?
- F. Who can be a champion?
- G. What resources will be needed?
- H. What (or who) might be a possible barrier?
- I. How will you measure progress and success?
- J. What is the timeline for this plan?

## ***Step 3: Communicate and Implement the Action Plan***

The action plan, including the goals and priorities will need to be communicated effectively to managers and selected others, who will likely be frontline agents for promoting diversity and inclusion enhancements at the Agency. Consider using a mix of communication methods such as meetings, newsletters, e-mail, Web pages, posters, flyers, bulletin boards, staff representatives, or a “cheerleader” in the Agency.

## ***Step 4: Monitor and Evaluate Progress and Effectiveness***

An often-neglected task during action planning is clearly stating the process measures that will be used to monitor the implementation of the plan and the outcome measures that will be used to assess whether you have met your goals. Keep these measures simple and make sure they can fit easily into daily work activities. Use these measures to assess whether the activities are being implemented according to plan, as scheduled, and within budget.

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# Overview

## Introduction

The NASA Office of Diversity and Equal Opportunity (ODEO) has created a Diversity and Inclusion Framework that is designed to develop and sustain organizational environments Agency-wide that fully realize individual potentials and make optimal use of employees' differing backgrounds, perspectives, and life experiences. The Framework focuses on demonstrated leadership commitment, effective communication, continuous education and awareness, shared accountability and responsibility for diversity and inclusion, demonstrated commitment to community partnerships and effective measurement of diversity and inclusion efforts. In support of the Framework, ODEO contracted with Westat, a survey research organization in Rockville, MD, to develop and administer the 2010 Diversity and Inclusion Assessment Survey to all civil service employees.

## Purpose

The purpose of the 2010 Diversity and Inclusion Assessment Survey is to assess current workforce perceptions about diversity and inclusion at NASA. Specifically, the survey was designed to answer the following five research questions:

- RESEARCH QUESTION 1: Do employees at NASA understand diversity and inclusion and their benefits?
- RESEARCH QUESTION 2: What are employees' perceptions regarding the culture of diversity and inclusion at NASA?
- RESEARCH QUESTION 3: How do employees perceive their own experiences at NASA?
- RESEARCH QUESTION 4: How aware are employees of NASA policies and initiatives to promote diversity and inclusion?
- RESEARCH QUESTION 5: How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

NASA will use the survey results to establish a diversity and inclusion snapshot, identify strengths and challenges, and design future activities for the continuing enhancement of diversity and inclusion efforts at the Agency.

## Organization of Report

In order to understand, interpret, and use the 2010 Diversity and Inclusion Assessment Survey results, this report contains the following sections:

- 1) Overview – provides an introduction to, and purpose for, the survey,
- 2) Methodology – includes details about the survey administration and response rates for the Agency and your Center,
- 3) Summary Results that include:



# Overview

- Demographic Comparisons – shows your Center’s demographic characteristics for the population compared to the demographic characteristics for the survey respondents,
  - Top 10 Survey Items – lists the ten survey items for your Center with the highest proportion of positive responses, compared to Agency-wide percentages for the same items,
  - Bottom 10 Survey Items – lists the ten survey items for your Center with the lowest proportion of positive responses, compared to Agency-wide percentages for the same items, and
  - Summary of Notable Demographic Differences – shows a table with the number of items for each research question with demographic differences of ten percentage points or more.
- 4) Results by Research Question that include:
- A comparison with NASA – shows the percent positive for each survey item within the five research questions for your Center and for the Agency, and lists the survey items that are more or less positive by ten percentage points or more when compared to the Agency-wide results,
  - Strengths, Considerations, and Opportunities – shows the percent positive, neutral, and negative for your Center for each survey item broken out into the following categories:
    - Strengths: items with responses that are 70 percent positive or greater
    - Considerations: items with responses that are 51 to 69 percent positive
    - Opportunities: items with responses that are 50 percent positive or less
  - Notable Demographic Differences – lists the items and notable demographic differences of ten percentage points or more for gender, race, supervisor status, tenure, and age for each item, and
  - Selected Comments for Research Questions 1 and 5 – provides a variety of responses for the following open-ended survey items:
    - Survey item G1: What does workplace diversity and inclusion mean to you?
    - Survey item G2: What could NASA do to improve diversity and inclusion in the workplace?
- 5) Recommendations for Action Planning – outlines four steps to achieve an organizational change, including using the 2010 Diversity and Inclusion Assessment survey results

The following three appendices provide additional information:

- Appendix A: Survey Instrument – includes a paper version of the Web survey
- Appendix B: Results by Item – lists the positive, neutral, negative, don’t know and does not apply responses for your Center and, if applicable, your Directorates. The NASA Agency-wide results are also included for each item as well as responses for your Center by gender, race, supervisor status, tenure, and age.
- Appendix C: Responses to Open-Ended Survey Questions – provides all comments in response to the two open-ended survey items.

# Methodology

## Survey Administration

The 2010 NASA Diversity and Inclusion Assessment Survey was administered electronically between September 17, 2010 and October 20, 2010 using e-mail with a Web link to a census of all full-time and part-time NASA civil service employees as of August 30, 2010—a total of 18,883 employees.

On September 15, a pre-notification e-mail from the NASA Administrator was sent to all employees. It described the purpose, survey content, introduced Westat as the survey contractor, explained how the results would be used, and encouraged employees to take the survey. On September 17, Westat sent NASA employees an e-mail invitation that contained a link to the survey with a unique username and password. Up to four e-mail reminder messages were sent to survey nonrespondents. These reminders were sent on September 23 (reminder 1), September 29 (reminder 2), October 5 (reminder 3), and October 13 (reminder 4). Throughout the survey administration period, technical support was provided via e-mail and telephone to employees with questions or comments about the survey.

## Response Rate

Of the 18,883 employees, 84 were deemed ineligible. Of the 18,799 eligible employees, a total of 7,668 employees responded to the survey, for a response rate of 40.8%. The response rate for your Center is shown in the table below.

In the table, for the “NASA Agencywide” row, the “Surveys Completed” column reflects the total number of respondents that completed the survey. The response rate for the “NASA Agencywide” row reflects the percentage of the NASA population that completed the survey. For your Center and if applicable, your Directorates, the “Surveys Completed” column reflects the number of respondents that completed the survey and identified their Center and/or Directorate on the survey. The Center response rate reflects the percentage of your Center’s population that completed the survey.

### Response Summary

	Surveys Completed	Response Rate
<b>NASA Agencywide</b>	<b>7,668</b>	<b>40.8%</b>
<b>SSC</b>	<b>138</b>	<b>52.9%</b>
AA Office of the Director	8	--
BA Office of the Chief Financial Officer	17	--
CA Office of the Chief Counsel	3	--
DA Office of Procurement	14	--
EA Engineering and Test Directorate	29	--
IA Office of External Affairs	7	--
LA Office of Human Capital	3	--
PA Project Directorate	13	--
QA Office of Safety and Mission Assurance	10	--

# Methodology

## Response Summary

	Surveys Completed	Response Rate
NASA Agencywide	7,668	40.8%
SSC	138	52.9%
RA Center Operations Directorate	25	--
TA Rocket Propulsion Test Program Office	6	--

## How to Interpret Results

Three 5-point Likert-type response scales were used in the 2010 NASA Diversity and Inclusion Assessment Survey. (Appendix A shows the survey.) The three 5-point scales are as follows:

- a) *Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree,*
- b) *Never, Seldom, Sometimes, Often, Always, and*
- c) *Effective, Somewhat Effective, Neither Effective nor Ineffective, Somewhat Ineffective, Ineffective.*

In Sections A and B of the survey, respondents had the additional option of answering *Don't Know* or *Does Not Apply*. For selected questions in Section C, respondents also had the additional option of answering *Does Not Apply*. When the frequency percentages were calculated, *Don't Know* and *Does Not Apply* responses were removed from the denominator.

## Positive/Neutral/Negative Percentages

Throughout this report the percentages of positive, neutral, and negative perceptions for each survey item are shown. For most items, Positive, Neutral, and Negative were defined as follows:

**Positive:** the percentage of respondents answering *Strongly Agree or Agree, Never or Seldom, or Effective or Somewhat Effective*.

**Neutral:** the percentage of respondents choosing the middle response option in the 5-point scale (*Neither Agree nor Disagree, Sometimes, Neither Effective nor Ineffective*).

**Negative:** the percentage of respondents answering *Strongly Disagree or Disagree, Always or Often, or Somewhat Ineffective or Ineffective*.

For some items, Positive and Negative were defined differently:

**Positive:** the percentage of respondents answering *Strongly Disagree or Disagree*.

**Negative:** the percentage of respondents answering *Strongly Agree or Agree*.

# Methodology

For example, a response of *Disagree* to the statement “I felt pressure to change things about myself in order to fit in at NASA” was classified as a positive perception. Positive and Negative responses for the following survey items were defined in this way: Section A – items 2 and 8; Section C – items 3, 6, 8, 9, 10a-10o, 12, 14, and 16.

For the Section D items about awareness of NASA diversity and inclusion policies and initiatives, the percentages represent the following four categories: *Very Familiar*, *Somewhat Familiar*, *Aware of*, and *Not Familiar* with more details provided in the footnote of the report where these items are shown.

All percentages in all figures have been rounded to whole numbers. Thus, for a single item they may not add to 100%.

## Notable Demographic Differences

Under the heading of “Notable Demographic Differences” the results of selected cross-tabulations highlight differences in perceptions within respondent subgroups. The criterion for “notable” within a subgroup was a difference of ten or more percentage points in positive perceptions. The subgroups examined were as follows:

- Gender (survey item F3):
  - Males
  - Females
- Race (survey item F2):
  - White
  - Non-white (includes Asian/Pacific Islander, Hispanic/Latino American, Black/African American, American Indian/Alaska Native, Multiracial, and Other response categories)
- Supervisory status (survey item F1):
  - Supervisor (includes supervisor, manager, and executive response categories)
  - Non-supervisor (includes Non-supervisor and team leader response categories)
- Tenure (survey item F7):
  - Worked at NASA 10 years or less
  - Worked at NASA 11 years or more
- Age (survey item F8):
  - Younger than 40 years old
  - Older than 40 years old

# Summary Results

# Demographic Comparison

The table below shows percentages for different demographic characteristics (from survey items in Section F) for your Center's population compared to the survey respondents. Of the seven areas that are compared (e.g., supervisory status, race, gender, etc.) your Center had differences of five percentage points or more for 4 demographic areas.

	SSC Respondents	SSC Population
<b>Supervisory status</b>		
Non-supervisor	79.7%	85.1%
Supervisor	20.3%	14.9%
<b>Race</b>		
American Indian/Alaska Native	0.0%	0.7%
Asian/Pacific Islander	2.2%	1.8%
Black/African American	10.9%	12.7%
Hispanic/Latino American	3.6%	2.9%
White	74.6%	81.5%
Other	5.8%	--
Multiracial	2.9%	0.4%
<b>Gender</b>		
Male	57.0%	61.5%
Female	43.0%	38.5%
<b>Age</b>		
29 years old or younger	13.1%	7.6%
30 to 39 years old	8.8%	12.7%
40 to 49 years old	25.5%	36.0%
50 to 59 years old	46.0%	38.5%
60 years old or older	6.6%	5.1%
<b>Education</b>		
No degree	8.0%	8.7%
Associate degree	3.6%	3.6%
Bachelor's degree	42.0%	51.6%
Master's degree	33.3%	30.2%
Doctorate degree	13.0%	5.8%
<b>Full-/Part-time work status</b>		
Full-time	95.7%	100.0%
Part-time	4.3%	0.0%
<b>Occupation</b>		
Science and Engineering	58.0%	59.6%
Professional Administrative	37.0%	33.8%
Clerical	4.3%	5.1%
Technician/Wage	0.7%	1.5%

# Top 10 Percent Positive Survey Items

This table shows the top 10 survey items with the highest percent positive responses for your Center. Your Center's percentages are compared to the overall Agency-wide percent positive responses for these same items with the difference between the two shown in the right column. Positive differences mean your Center received a higher proportion of positive responses than the overall Agency-wide average. Negative differences mean your Center received a lower proportion of positive responses on these items than the overall Agency-wide average.

Order	Survey Number and Item	SSC Percent Positive	NASA Percent Positive	Difference
1	A-6 Employee participation in diversity and inclusion training is encouraged at NASA.	91.9%	79.6%	+12.3
2	C-5 In the past 12 months coworkers typically listened respectfully to my views about work-related matters.	89.8%	84.4%	+5.4
3	A-4 All employees at NASA have a responsibility to promote workplace diversity and inclusion.	88.1%	84.9%	+3.2
4	A-1 NASA policies promote fair treatment of employees regardless of their different diversity characteristics.	87.6%	82.8%	+4.8
5	C-6 In the past 12 months I was harassed about differences or perceived differences in my personal characteristics.	84.7%	79.6%	+5.1
6	C-17 In the past 12 months I have felt that I could recommend NASA as a good place to work.	84.1%	78.5%	+5.6
7	C-12 In the past 12 months I have thought of leaving NASA for other employment because NASA does not value employees with varied backgrounds and experiences.	81.9%	74.7%	+7.2
8	E-1 How would you rate the overall effectiveness of NASA in fostering mutual trust and respect in the workplace?	81.2%	75.8%	+5.4
9	B2-5 Generally, the senior leaders and center leadership at my center investigate reports of unfair treatment.	80.4%	72.5%	+7.9
10	A-12 NASA values employees with varied backgrounds and experience.	80.3%	75.0%	+5.3

Note: Differences are calculated on rounded numbers.

# Bottom 10 Percent Positive Survey Items

This table shows the bottom 10 survey items with the lowest percent positive responses for your Center. Your Center's percentages are compared to the overall Agency-wide percent positive responses for these same items with the difference between the two shown in the right column. Positive differences mean your Center received a higher proportion of positive responses than the overall Agency-wide average. Negative differences mean your Center received a lower proportion of positive responses on these items than the overall Agency-wide average.

Order	Survey Number and Item	SSC Percent Positive	NASA Percent Positive	Difference
1	A-8 NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems.	36.8%	31.9%	+4.9
2	A-2 At NASA, diversity seems to be mostly about physical characteristics of people.	51.1%	40.5%	+10.6
3	C-7 In the past 12 months I received mentoring to help me grow in my job.	56.2%	43.8%	+12.4
4	A-5 NASA uses diversity and inclusion effectively to increase workforce productivity.	57.3%	45.5%	+11.8
5	B1-3 Generally, supervisors and managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion.	58.9%	48.9%	+10.0
6	B1-4 Generally, supervisors and managers in my current branch, division, or directorate assign employees with different diversity characteristics to work together.	60.2%	55.7%	+4.5
7	B1-6 Generally, supervisors and managers in my current branch, division, or directorate help employees of different cultures to interact effectively in the workplace.	60.3%	55.8%	+4.5
8	B2-4 Generally, the senior leaders and center leadership at my center assign employees with different diversity characteristics to work together.	60.5%	58.4%	+2.1
9	A-10 The diversity and inclusion training employees receive at NASA is useful.	60.6%	50.1%	+10.5
10	C-3 In the past 12 months I felt pressured to change things about myself in order to fit in at NASA .	61.8%	60.5%	+1.3

Note: Differences are based on rounded numbers.



# Notable Demographic Differences

The table below summarizes the number of notable differences between demographic groups on all survey items. Notable differences are defined as differences in the percent positive responses that are ten percentage points or more between the following demographic groups: between males and females, White and Non-white, Supervisors and Non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years. The specific survey items and the percentage point differences are shown in the report by research question.

	Number of Items With Notable Demographic Differences					
	Gender	Race	Supervisor Status	Age	Tenure	Total
Research Question 1	0	2	3	2	0	7
Research Question 2	12	27	27	21	7	94
Research Question 3	6	18	19	11	8	62
Research Question 4	0	1	3	1	1	6
Research Question 5	5	1	7	0	0	13
Total	23	49	59	35	16	182

# Results by Research Question

# Research Question 1

**Do employees at NASA understand diversity and inclusion and their benefits?**

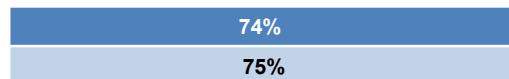
## Comparison With NASA

The percent of respondents that gave a positive response for your Center are compared to the percent of Agency-wide positive responses for each of the survey items within the research question. At the end of this section, a summary is shown that lists the survey items and differences when the differences between your Center and the Agency-wide percent positive are ten percentage points or more.

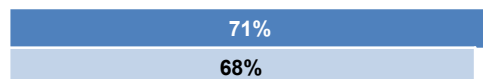
### Percent Positive

SSC NASA

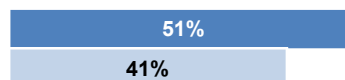
A-7. Having employees with diverse backgrounds is a source of business advantage at NASA.



A-9. Diversity and inclusion lead to innovative ideas at NASA.



A-2. At NASA, diversity seems to be mostly about physical characteristics of people.



**Compared to Agency-wide results, your Center's responses were more positive by 10 percentage points or more on the following items:**

- A\_2. At NASA, diversity seems to be mostly about physical characteristics of people. (+10% difference)

**Compared to Agency-wide results, your Center had no items that were less positive by 10 percentage points or more.**

Note: All percentages are displayed in Appendix B.

# Research Question 1

Do employees at NASA understand diversity and inclusion and their benefits?

## Strengths, Considerations, and Opportunities



### STRENGTHS

The following findings indicate areas of success for your Center. Note: Items with 70 percent positive response or greater are considered strengths.

A-7. Having employees with diverse backgrounds is a source of business advantage at NASA.



A-9. Diversity and inclusion lead to innovative ideas at NASA.



### CONSIDERATIONS

The following findings may point to possible steps to enhance diversity and inclusion at your Center. Note: Items with greater than 50 but less than 70 percent positive response are considerations.

A-2. At NASA, diversity seems to be mostly about physical characteristics of people.



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

# Research Question 1

## Do employees at NASA understand diversity and inclusion and their benefits?

### Notable Demographic Differences

The survey items below are those with notable differences between one or more of the five demographic groups examined (i.e., between males and females, White and Non-white, Supervisors and Non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years). Notable differences are those in which the percent of positive responses differ by ten percentage points or more.

- A-2. At NASA, diversity seems to be mostly about physical characteristics of people.
  - 54% of White respondents compared to 42% of Non-white.
  - 70% of Supervisors compared to 46% of Non-supervisors.
  
- A-7. Having employees with diverse backgrounds is a source of business advantage at NASA.
  - 77% of White respondents compared to 64% of Non-white.
  - 88% of Supervisors compared to 70% of Non-supervisors.
  - 82% of those younger than 40 years old compared to 71% of those 40 years old or older.
  
- A-9. Diversity and inclusion lead to innovative ideas at NASA.
  - 96% of Supervisors compared to 64% of Non-supervisors.
  - 83% of those younger than 40 years old compared to 67% of those 40 years old or older.

# Research Question 1

## Do employees at NASA understand diversity and inclusion and their benefits?

### Selected Comments

Survey item G1 asked respondents, "What does workplace diversity and inclusion mean to you?" For your Center 51% of respondents provided a comment in response to this question. The comments below are a sample of the variety of responses received with all respondent comments for your Center shown in Appendix C.

- Fair treatment of everyone regardless of race, gender or physical handicap. Diverse co-workers develop a variety of ideas that make our work place richer.
- It means approaching people as people, human beings and workers, not a collection of racial, religious, educational, and geographic attributes. NASA's EXTREME race and gender hiring and promotion practices only foment racism and sexism. We'd all get along better if NASA wasn't constantly shoving politically correct race and gender consciousness down our throats. I want to judge people by the content of their character, not the color of their skin. NASA wants me to focus on melanin. Reverse racism and reverse sexism are pushed by HR and EO with a ferocity that belies any claim to fairness or equal treatment. Hiring and promotions are all about skin color, genitals, and stroking the managerial ego; nothing to do with intellect, performance, leadership, or just plain honest work. In addition, the "you ain't from around here, are you boy" attitude prevents the best and brightest from coming to XX or staying here if they do come. I've watched many, many talented people leave this center because they were tired of being passed over because they weren't from around here. Even though this is a Federal, national facility, the geographic preference for locals has destroyed any chance that XX will attain national stature in capabilities or reputation.
- Valuing the range of differences and similarities among us. The collective strength of experiences, skills, talents, perspectives, and cultures that each of us bring to the workplace. Inclusion is about respecting and valuing the unique dimension every employee adds to the organization. the workplace.
- An environment where diversity (race, ethnicity, gender, experiences) is valued. It seem that when you mention diversity, most people think only of race and that there are some type of quotas involved in achieving a diverse work force. I think that there is strength in going people from various backgrounds and experiences that foster different approaches and solutions to problems. I think that our recruiting efforts tend to be regional and therefore attract the same types of people. (Most come from the same colleges!) This leads to packs or clicks that celebrate their shared experiences.
- Workplace diversity and inclusion means including people in projects and work activities based on their qualifications and abilities, not on race, gender, etc. My team members and I respect each other and are sensitive to our differences. In fact, there have been instances where we discuss those ethnic and cultural differences as a means to understand each other. We respect each other and appreciate our little nuances. We also acknowledge there is no "I" in team.
- Engineering is a primarily male dominated field, but that is something I am used to. I saw this through school, in my co-op jobs and contractor employment before working for NASA. Partially in response to that, I have heard that NASA (and other companies/organizations) are encouraged to hire more women, minorities, etc. On the other hand, my husband is a white male and finds that he and others that fit that description are less likely to be valued in terms of diversity. When I work with people at XX, I am much more aware of their skill level and experience than their cultural, gender, or other diversity. I would much rather that we were blind to diversity and concentrate on hiring and working with the highest skilled individuals we can, and then include them from a secondary diversity standpoint.

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Note: Comments are listed exactly as they were provided by respondents.

# Research Question 2

## What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

### Comparison With NASA

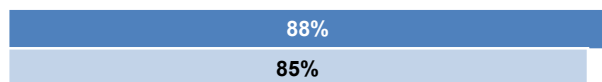
The percent of respondents that gave a positive response for your Center are compared to the percent of Agency-wide positive responses for each of the survey items within the research question. At the end of this section, a summary is shown that lists the survey items and differences when the differences between your Center and the Agency-wide percent positive are ten percentage points or more.

#### Percent Positive

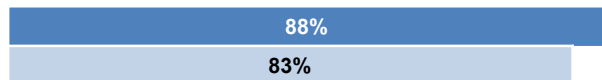
#### General Perceptions About the Organizational Culture

SSC NASA

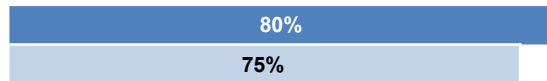
A-4. All employees at NASA have a responsibility to promote workplace diversity and inclusion.



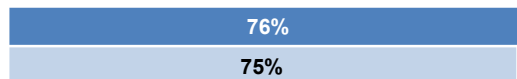
A-1. NASA policies promote fair treatment of employees regardless of their different diversity characteristics.



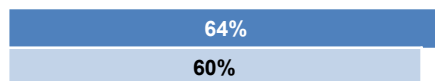
A-12. NASA values employees with varied backgrounds and experience.



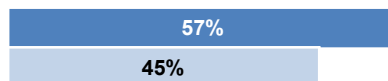
A-3. NASA employees actively include coworkers with different backgrounds in workplace tasks.



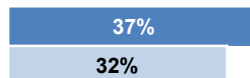
A-11. NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints.



A-5. NASA uses diversity and inclusion effectively to increase workforce productivity.



A-8. NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems.



Note: All percentages are displayed in Appendix B.

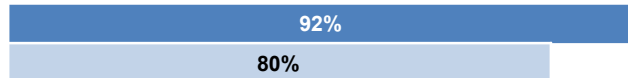
# Research Question 2

## What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

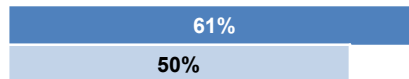
### Comparison With NASA

#### Diversity and Inclusion Training

A-6. Employee participation in diversity and inclusion training is encouraged at NASA.

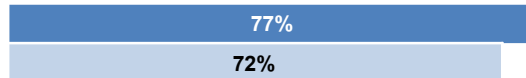


A-10. The diversity and inclusion training employees receive at NASA is useful.

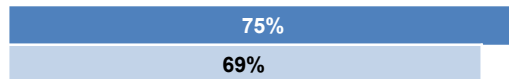


#### Employee Perceptions About Supervisors and Managers

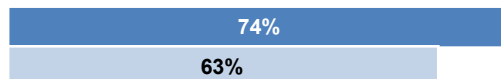
B1-1. Generally, supervisors and managers in my current branch, division, or directorate encourage employees to speak up when they disagree with what is being said.



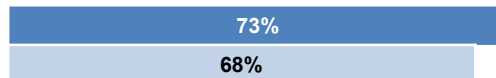
B1-5. Generally, supervisors and managers in my current branch, division, or directorate investigate reports of unfair treatment.



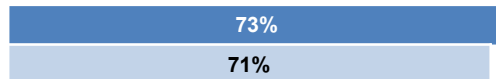
B1-9A. Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.



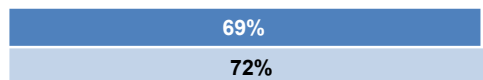
B1-7. Generally, supervisors and managers in my current branch, division, or directorate are held accountable for ensuring that employees are treated fairly.



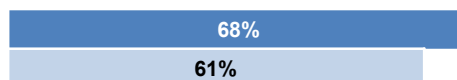
B1-2. Generally, supervisors and managers in my current branch, division, or directorate value having employees with diverse views.



B1-9C. Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in the way people approach problems.



B1-9B. Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in cultural characteristics, such as religion, ethnic background, or life experiences.



Note: All percentages are displayed in Appendix B.

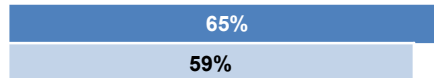


# Research Question 2

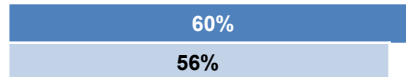
What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

## Comparison With NASA

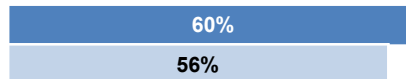
B1-8. Generally, supervisors and managers in my current branch, division, or directorate encourage employees to work with coworkers having different diversity characteristics.



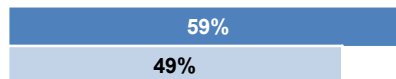
B1-6. Generally, supervisors and managers in my current branch, division, or directorate help employees of different cultures to interact effectively in the workplace.



B1-4. Generally, supervisors and managers in my current branch, division, or directorate assign employees with different diversity characteristics to work together.

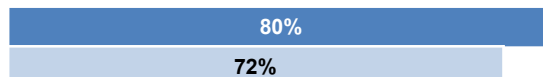


B1-3. Generally, supervisors and managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion.

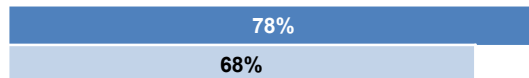


## Employee Perceptions About Senior Leaders and Center Leadership

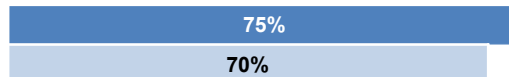
B2-5. Generally, the senior leaders and center leadership at my center investigate reports of unfair treatment.



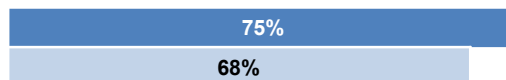
B2-7. Generally, the senior leaders and center leadership at my center are held accountable for ensuring that employees are treated fairly.



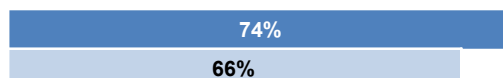
B2-2. Generally, the senior leaders and center leadership at my center value having employees with diverse views.



B2-1. Generally, the senior leaders and center leadership at my center encourage employees to speak up when they disagree with what is being said.



B2-9A. Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.



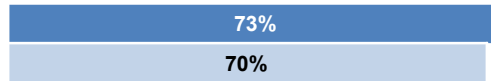
Note: All percentages are displayed in Appendix B.

# Research Question 2

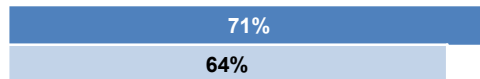
What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

## Comparison With NASA

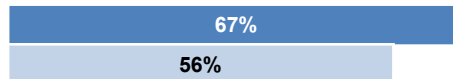
B2-9C. Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in the way people approach problems.



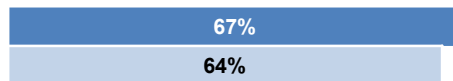
B2-9B. Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in cultural characteristics, such as religion, ethnic background, or life experiences.



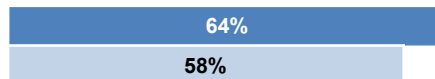
B2-3. Generally, the senior leaders and center leadership at my center help employees to recognize biases that foster workplace discrimination or exclusion.



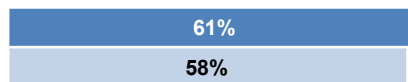
B2-8. Generally, the senior leaders and center leadership at my center encourage employees to work with coworkers having different diversity characteristics.



B2-6. Generally, the senior leaders and center leadership at my center help employees of different cultures to interact effectively in the workplace.



B2-4. Generally, the senior leaders and center leadership at my center assign employees with different diversity characteristics to work together.



Note: All percentages are displayed in Appendix B.

# Research Question 2

**What are employees' perceptions regarding the culture of diversity and inclusion at NASA?**

## Comparison With NASA

**Compared to Agency-wide results, your Center's responses were more positive by 10 percentage points or more on the following items:**

- A\_5.** NASA uses diversity and inclusion effectively to increase workforce productivity. (+12% difference)
- A\_6.** Employee participation in diversity and inclusion training is encouraged at NASA. (+12% difference)
- A\_10.** The diversity and inclusion training employees receive at NASA is useful. (+11% difference)
- B1\_3.** Generally, supervisors and managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion. (+10% difference)
- B1\_9A.** Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation. (+11% difference)
- B2\_3.** Generally, the senior leaders and center leadership at my center help employees to recognize biases that foster workplace discrimination or exclusion. (+11% difference)
- B2\_7.** Generally, the senior leaders and center leadership at my center are held accountable for ensuring that employees are treated fairly. (+10% difference)

**Compared to Agency-wide results, your Center had no items that were less positive by 10 percentage points or more.**

# Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

## Strengths, Considerations, and Opportunities

Positive Neutral Negative

### STRENGTHS

The following findings indicate areas of success for your Center. Note: Items with 70 percent positive response or greater are considered strengths.

A-6. Employee participation in diversity and inclusion training is encouraged at NASA.

92%

8%

A-4. All employees at NASA have a responsibility to promote workplace diversity and inclusion.

88%

9% \*

A-1. NASA policies promote fair treatment of employees regardless of their different diversity characteristics.

88%

7% 6%

B2-5. Generally, the senior leaders and center leadership at my center investigate reports of unfair treatment.

80%

15% \*

A-12. NASA values employees with varied backgrounds and experience.

80%

14% 6%

B2-7. Generally, the senior leaders and center leadership at my center are held accountable for ensuring that employees are treated fairly.

78%

13% 9%

B1-1. Generally, supervisors and managers in my current branch, division, or directorate encourage employees to speak up when they disagree with what is being said.

77%

9% 14%

A-3. NASA employees actively include coworkers with different backgrounds in workplace tasks.

76%

19% \*

B2-2. Generally, the senior leaders and center leadership at my center value having employees with diverse views.

75%

16% 9%

Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

# Research Question 2

## What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

### Strengths, Considerations, and Opportunities

B1-5. Generally, supervisors and managers in my current branch, division, or directorate investigate reports of unfair treatment.

75%

20%

\*

B2-1. Generally, the senior leaders and center leadership at my center encourage employees to speak up when they disagree with what is being said.

75%

14%

11%

B2-9A. Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.

74%

19%

6%

B1-9A. Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.

74%

19%

7%

B1-7. Generally, supervisors and managers in my current branch, division, or directorate are held accountable for ensuring that employees are treated fairly.

73%

16%

11%

B1-2. Generally, supervisors and managers in my current branch, division, or directorate value having employees with diverse views.

73%

16%

11%

B2-9C. Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in the way people approach problems.

73%

18%

9%

B2-9B. Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in cultural characteristics, such as religion, ethnic background, or life experiences.

71%

22%

7%

### CONSIDERATIONS

The following findings may point to possible steps to enhance diversity and inclusion at your Center. Note: Items with greater than 50 but less than 70 percent positive response are considerations.

B1-9C. Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in the way people approach problems.

69%

16%

14%

Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

# Research Question 2

## What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

### Strengths, Considerations, and Opportunities

B1-9B. Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in cultural characteristics, such as religion, ethnic background, or life experiences.



B2-3. Generally, the senior leaders and center leadership at my center help employees to recognize biases that foster workplace discrimination or exclusion.



B2-8. Generally, the senior leaders and center leadership at my center encourage employees to work with coworkers having different diversity characteristics.



B1-8. Generally, supervisors and managers in my current branch, division, or directorate encourage employees to work with coworkers having different diversity characteristics.



B2-6. Generally, the senior leaders and center leadership at my center help employees of different cultures to interact effectively in the workplace.



A-11. NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints.



A-10. The diversity and inclusion training employees receive at NASA is useful.



B2-4. Generally, the senior leaders and center leadership at my center assign employees with different diversity characteristics to work together.



B1-6. Generally, supervisors and managers in my current branch, division, or directorate help employees of different cultures to interact effectively in the workplace.



B1-4. Generally, supervisors and managers in my current branch, division, or directorate assign employees with different diversity characteristics to work together.



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

# Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

## Strengths, Considerations, and Opportunities

B1-3. Generally, supervisors and managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion.



A-5. NASA uses diversity and inclusion effectively to increase workforce productivity.



### OPPORTUNITIES

The following findings may point to opportunities for you to make improvements to enhance diversity and inclusion at your Center. Note: Items with 50 percent or less positive response are considered opportunities.

A-8. NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems.



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

# Research Question 2

## What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

### Notable Demographic Differences

The survey items below are those with notable differences between one or more of the five demographic groups examined (i.e., between males and females, White and Non-white, Supervisors and Non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years). Notable differences are those in which the percent of positive responses differ by ten percentage points or more.

- A-1. NASA policies promote fair treatment of employees regardless of their different diversity characteristics.
  - 90% of White respondents compared to 79% of Non-white.
  - 100% of Supervisors compared to 85% of Non-supervisors.
- A-3. NASA employees actively include coworkers with different backgrounds in workplace tasks.
  - 83% of White respondents compared to 56% of Non-white.
  - 85% of Supervisors compared to 74% of Non-supervisors.
  - 83% of those with 10 years of service or less at NASA compared to 70% of those with 11 years or more.
- A-4. All employees at NASA have a responsibility to promote workplace diversity and inclusion.
  - 92% of White respondents compared to 76% of Non-white.
  - 96% of Supervisors compared to 86% of Non-supervisors.
- A-5. NASA uses diversity and inclusion effectively to increase workforce productivity.
  - 53% of Males compared to 64% of Females.
  - 64% of White respondents compared to 36% of Non-white.
  - 81% of Supervisors compared to 51% of Non-supervisors.
  - 69% of those younger than 40 years old compared to 53% of those 40 years old or older.
- A-6. Employee participation in diversity and inclusion training is encouraged at NASA.
  - 87% of Males compared to 98% of Females.
- A-8. NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems.
  - 32% of Males compared to 44% of Females.



# Research Question 2

## What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

### Notable Demographic Differences

- 40% of White respondents compared to 27% of Non-white.
- 50% of those younger than 40 years old compared to 33% of those 40 years old or older.

**A-10.** The diversity and inclusion training employees receive at NASA is useful.

- 53% of Males compared to 71% of Females.
- 67% of White respondents compared to 42% of Non-white.
- 78% of Supervisors compared to 56% of Non-supervisors.
- 69% of those younger than 40 years old compared to 59% of those 40 years old or older.

**A-11.** NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints.

- 59% of Males compared to 71% of Females.
- 71% of White respondents compared to 44% of Non-white.
- 80% of Supervisors compared to 60% of Non-supervisors.
- 70% of those with 10 years of service or less at NASA compared to 59% of those with 11 years or more.
- 75% of those younger than 40 years old compared to 61% of those 40 years old or older.

**A-12.** NASA values employees with varied backgrounds and experience.

- 83% of White respondents compared to 71% of Non-white.
- 93% of Supervisors compared to 77% of Non-supervisors.
- 90% of those younger than 40 years old compared to 78% of those 40 years old or older.

**B1-1.** Generally, supervisors and managers in my current branch, division, or directorate encourage employees to speak up when they disagree with what is being said.

- 89% of Supervisors compared to 75% of Non-supervisors.
- 72% of those with 10 years of service or less at NASA compared to 82% of those with 11 years or more.

**B1-2.** Generally, supervisors and managers in my current branch, division, or directorate value having employees with diverse views.

- 78% of White respondents compared to 59% of Non-white.
- 93% of Supervisors compared to 68% of Non-supervisors.

# Research Question 2

## What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

### Notable Demographic Differences

- B1-3.** Generally, supervisors and managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion.
- 65% of White respondents compared to 41% of Non-white.
  - 73% of Supervisors compared to 55% of Non-supervisors.
  - 67% of those younger than 40 years old compared to 56% of those 40 years old or older.
- B1-4.** Generally, supervisors and managers in my current branch, division, or directorate assign employees with different diversity characteristics to work together.
- 67% of White respondents compared to 41% of Non-white.
  - 81% of Supervisors compared to 54% of Non-supervisors.
  - 70% of those younger than 40 years old compared to 57% of those 40 years old or older.
- B1-5.** Generally, supervisors and managers in my current branch, division, or directorate investigate reports of unfair treatment.
- 85% of White respondents compared to 48% of Non-white.
  - 96% of Supervisors compared to 69% of Non-supervisors.
- B1-6.** Generally, supervisors and managers in my current branch, division, or directorate help employees of different cultures to interact effectively in the workplace.
- 54% of Males compared to 71% of Females.
  - 67% of White respondents compared to 41% of Non-white.
  - 73% of Supervisors compared to 57% of Non-supervisors.
  - 69% of those with 10 years of service or less at NASA compared to 52% of those with 11 years or more.
  - 78% of those younger than 40 years old compared to 55% of those 40 years old or older.
- B1-7.** Generally, supervisors and managers in my current branch, division, or directorate are held accountable for ensuring that employees are treated fairly.
- 81% of White respondents compared to 50% of Non-white.
  - 93% of Supervisors compared to 68% of Non-supervisors.
  - 85% of those younger than 40 years old compared to 70% of those 40 years old or older.
- B1-8.** Generally, supervisors and managers in my current branch, division, or directorate encourage employees to work with coworkers having different diversity characteristics.

# Research Question 2

## What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

### Notable Demographic Differences

- 61% of Males compared to 71% of Females.
- 72% of White respondents compared to 44% of Non-white.
- 85% of Supervisors compared to 59% of Non-supervisors.
- 72% of those with 10 years of service or less at NASA compared to 59% of those with 11 years or more.
- 75% of those younger than 40 years old compared to 61% of those 40 years old or older.

**B1-9A.** Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.

- 78% of White respondents compared to 61% of Non-white.
- 79% of those with 10 years of service or less at NASA compared to 69% of those with 11 years or more.
- 86% of those younger than 40 years old compared to 70% of those 40 years old or older.

**B1-9B.** Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in cultural characteristics, such as religion, ethnic background, or life experiences.

- 75% of White respondents compared to 47% of Non-white.
- 77% of Supervisors compared to 65% of Non-supervisors.
- 76% of those younger than 40 years old compared to 65% of those 40 years old or older.

**B1-9C.** Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in the way people approach problems.

- 74% of White respondents compared to 56% of Non-white.
- 78% of Supervisors compared to 67% of Non-supervisors.
- 63% of those with 10 years of service or less at NASA compared to 76% of those with 11 years or more.

**B2-1.** Generally, the senior leaders and center leadership at my center encourage employees to speak up when they disagree with what is being said.

- 70% of Males compared to 81% of Females.
- 85% of Supervisors compared to 72% of Non-supervisors.
- 90% of those younger than 40 years old compared to 70% of those 40 years old or older.

# Research Question 2

## What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

### Notable Demographic Differences

**B2-2.** Generally, the senior leaders and center leadership at my center value having employees with diverse views.

- 71% of Males compared to 81% of Females.
- 79% of White respondents compared to 63% of Non-white.
- 85% of Supervisors compared to 73% of Non-supervisors.
- 89% of those younger than 40 years old compared to 71% of those 40 years old or older.

**B2-3.** Generally, the senior leaders and center leadership at my center help employees to recognize biases that foster workplace discrimination or exclusion.

- 74% of White respondents compared to 47% of Non-white.
- 81% of Supervisors compared to 63% of Non-supervisors.
- 77% of those younger than 40 years old compared to 64% of those 40 years old or older.

**B2-4.** Generally, the senior leaders and center leadership at my center assign employees with different diversity characteristics to work together.

- 70% of White respondents compared to 35% of Non-white.
- 85% of Supervisors compared to 53% of Non-supervisors.

**B2-5.** Generally, the senior leaders and center leadership at my center investigate reports of unfair treatment.

- 86% of White respondents compared to 66% of Non-white.
- 96% of Supervisors compared to 76% of Non-supervisors.
- 91% of those younger than 40 years old compared to 77% of those 40 years old or older.

**B2-6.** Generally, the senior leaders and center leadership at my center help employees of different cultures to interact effectively in the workplace.

- 73% of White respondents compared to 39% of Non-white.
- 81% of Supervisors compared to 60% of Non-supervisors.
- 74% of those younger than 40 years old compared to 61% of those 40 years old or older.

**B2-7.** Generally, the senior leaders and center leadership at my center are held accountable for ensuring that employees are treated fairly.

- 74% of Males compared to 85% of Females.
- 89% of Supervisors compared to 75% of Non-supervisors.

# Research Question 2

## What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

### Notable Demographic Differences

- 100% of those younger than 40 years old compared to 72% of those 40 years old or older.

**B2-8.** Generally, the senior leaders and center leadership at my center encourage employees to work with coworkers having different diversity characteristics.

- 74% of White respondents compared to 47% of Non-white.
- 85% of Supervisors compared to 62% of Non-supervisors.
- 79% of those younger than 40 years old compared to 63% of those 40 years old or older.

**B2-9A.** Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.

- 82% of White respondents compared to 53% of Non-white.
- 85% of those younger than 40 years old compared to 71% of those 40 years old or older.

**B2-9B.** Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in cultural characteristics, such as religion, ethnic background, or life experiences.

- 67% of Males compared to 77% of Females.
- 78% of White respondents compared to 52% of Non-white.
- 85% of Supervisors compared to 67% of Non-supervisors.
- 85% of those younger than 40 years old compared to 66% of those 40 years old or older.

**B2-9C.** Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in the way people approach problems.

- 68% of Males compared to 78% of Females.
- 78% of White respondents compared to 58% of Non-white.
- 85% of Supervisors compared to 70% of Non-supervisors.

# Research Question 3

## How do employees perceive their own experiences at NASA?

### Comparison With NASA

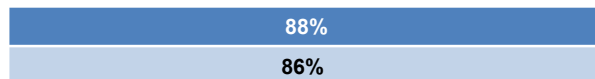
The percent of respondents that gave a positive response for your Center are compared to the percent of Agency-wide positive responses for each of the survey items within the research question. At the end of this section, a summary is shown that lists the survey items and differences when the differences between your Center and the Agency-wide percent positive are ten percentage points or more.

#### Percent Positive

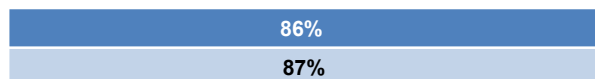
#### Personal Work Experiences: Acceptance

SSC NASA

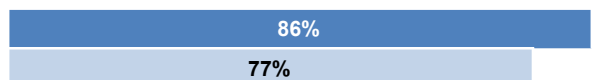
C-10J. In the past 12 months I have felt uncomfortable or out of place at work because of my sexual orientation.



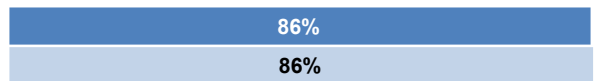
C-10I. In the past 12 months I have felt uncomfortable or out of place at work because of my gender identity.



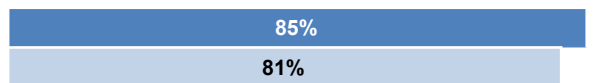
C-10N. In the past 12 months I have felt uncomfortable or out of place at work because of my part/flex-time work status.



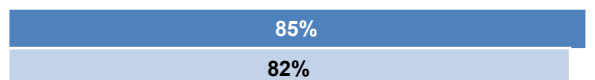
C-10G. In the past 12 months I have felt uncomfortable or out of place at work because of my language.



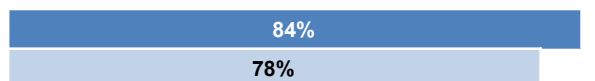
C-10A. In the past 12 months I have felt uncomfortable or out of place at work because of my race.



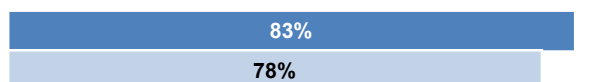
C-10B. In the past 12 months I have felt uncomfortable or out of place at work because of my ethnicity.



C-10E. In the past 12 months I have felt uncomfortable or out of place at work because of my gender.



C-10M. In the past 12 months I have felt uncomfortable or out of place at work because of my family caregiver role.



Note: All percentages are displayed in Appendix B.

# Research Question 3

## How do employees perceive their own experiences at NASA?

### Comparison With NASA

C-10L. In the past 12 months I have felt uncomfortable or out of place at work because of my disability.

82%

79%

C-10C. In the past 12 months I have felt uncomfortable or out of place at work because of my culture.

81%

81%

C-10H. In the past 12 months I have felt uncomfortable or out of place at work because of my religion.

81%

82%

C-10O. In the past 12 months I have felt uncomfortable or out of place at work because of my other personal characteristics.

79%

73%

C-10F. In the past 12 months I have felt uncomfortable or out of place at work because of my educational background.

78%

78%

C-10K. In the past 12 months I have felt uncomfortable or out of place at work because of my age.

78%

76%

C-16. In the past 12 months I felt that my coworkers didn't accept differences in my personal characteristics.

78%

75%

C-10D. In the past 12 months I have felt uncomfortable or out of place at work because of my life experiences.

75%

77%

C-3. In the past 12 months I felt pressured to change things about myself in order to fit in at NASA.

62%

60%

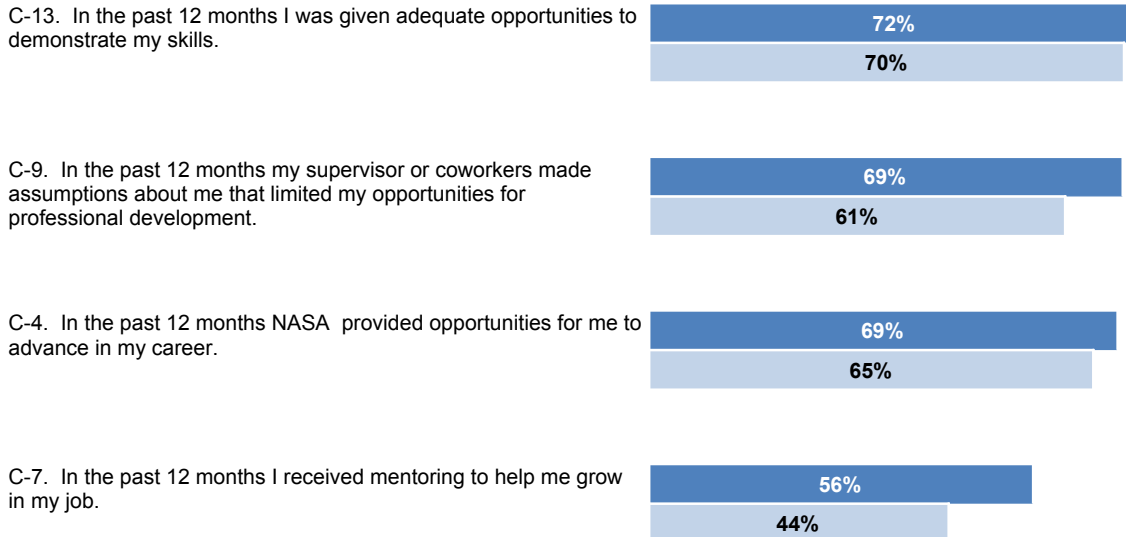
Note: All percentages are displayed in Appendix B.

# Research Question 3

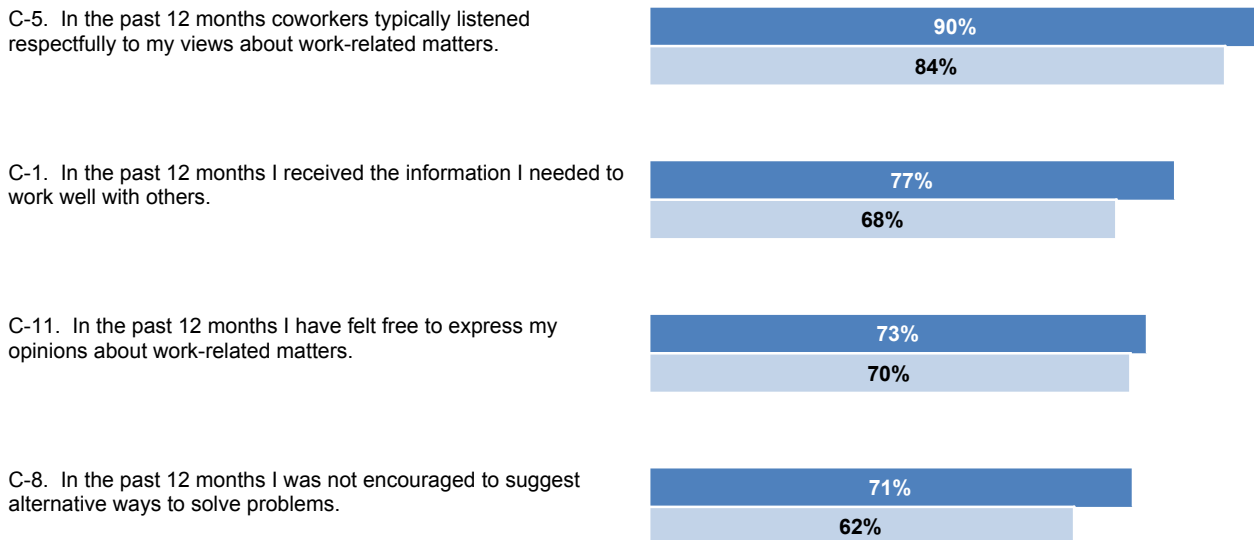
## How do employees perceive their own experiences at NASA?

### Comparison With NASA

#### Personal Work Experiences: Opportunities



#### Personal Work Experiences: Open Communication



Note: All percentages are displayed in Appendix B.



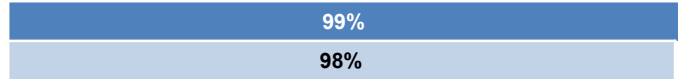
# Research Question 3

## How do employees perceive their own experiences at NASA?

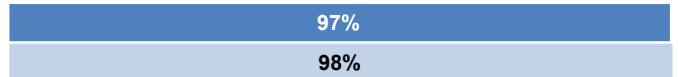
### Comparison With NASA

#### Personal Work Experiences: Fair Treatment

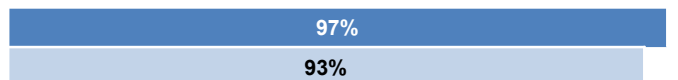
C-18J. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your sexual orientation?



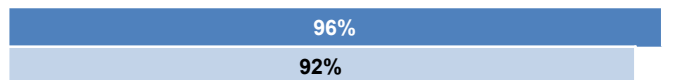
C-18I. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your gender identity?



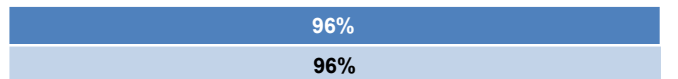
C-18N. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your part/flex-time work status?



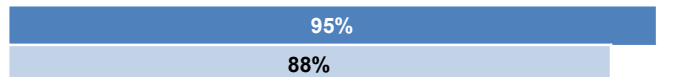
C-18M. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your family caregiver role?



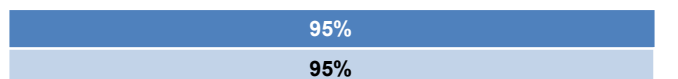
C-18G. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your language?



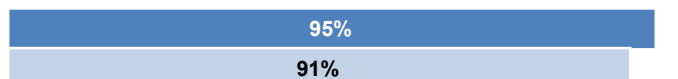
C-18O. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your other personal characteristics?



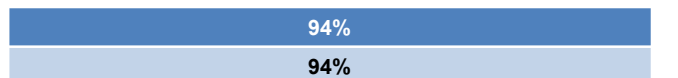
C-18H. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your religion?



C-18B. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your ethnicity?



C-18L. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your disability?



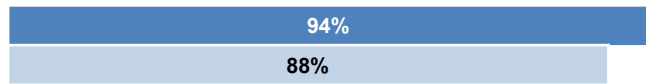
Note: All percentages are displayed in Appendix B.

# Research Question 3

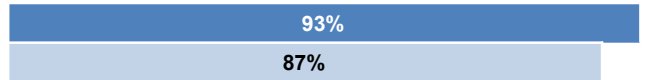
## How do employees perceive their own experiences at NASA?

### Comparison With NASA

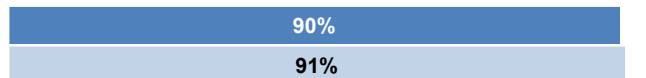
C-18A. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your race?



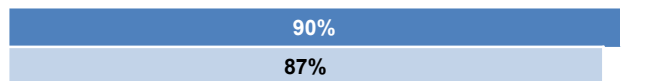
C-18E. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your gender?



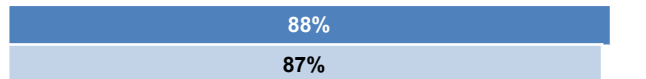
C-18C. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your culture?



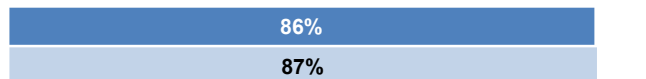
C-18F. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your educational background?



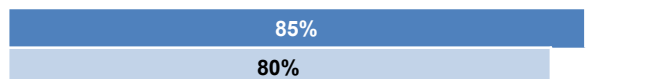
C-18D. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your life experiences?



C-18K. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your age?



C-6. In the past 12 months I was harassed about differences or perceived differences in my personal characteristics.



C-2. In the past 12 months my contributions and achievements at NASA were recognized.



C-14. In the past 12 months I felt there would be negative consequences for me if I reported unfair treatment at work.



Note: All percentages are displayed in Appendix B.

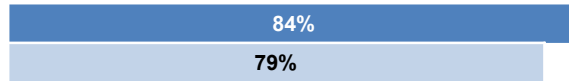
# Research Question 3

How do employees perceive their own experiences at NASA?

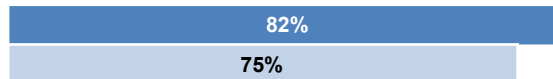
## Comparison With NASA

### Personal Work Experiences: Attachment to NASA

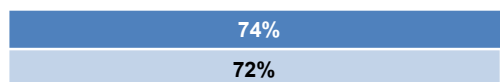
C-17. In the past 12 months I have felt that I could recommend NASA as a good place to work.



C-12. In the past 12 months I have thought of leaving NASA for other employment because NASA does not value employees with varied backgrounds and experiences.



C-15. In the past 12 months I have felt like a valued employee at NASA.



**Compared to Agency-wide results, your Center's responses were more positive by 10 percentage points or more on the following items:**

C\_7. In the past 12 months I received mentoring to help me grow in my job. (+12% difference)

**Compared to Agency-wide results, your Center had no items that were less positive by 10 percentage points or more.**

Note: All percentages are displayed in Appendix B.

# Research Question 3

How do employees perceive their own experiences at NASA?

## Strengths, Considerations, and Opportunities



### STRENGTHS

The following findings indicate areas of success for your Center. Note: Items with 70 percent positive response or greater are considered strengths.

C-18J. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your sexual orientation?



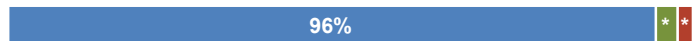
C-18I. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your gender identity?



C-18N. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your part/flex-time work status?



C-18M. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your family caregiver role?



C-18G. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your language?



C-18O. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your other personal characteristics?



C-18H. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your religion?



C-18B. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your ethnicity?



C-18L. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your disability?



C-18A. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your race?



C-18E. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your gender?

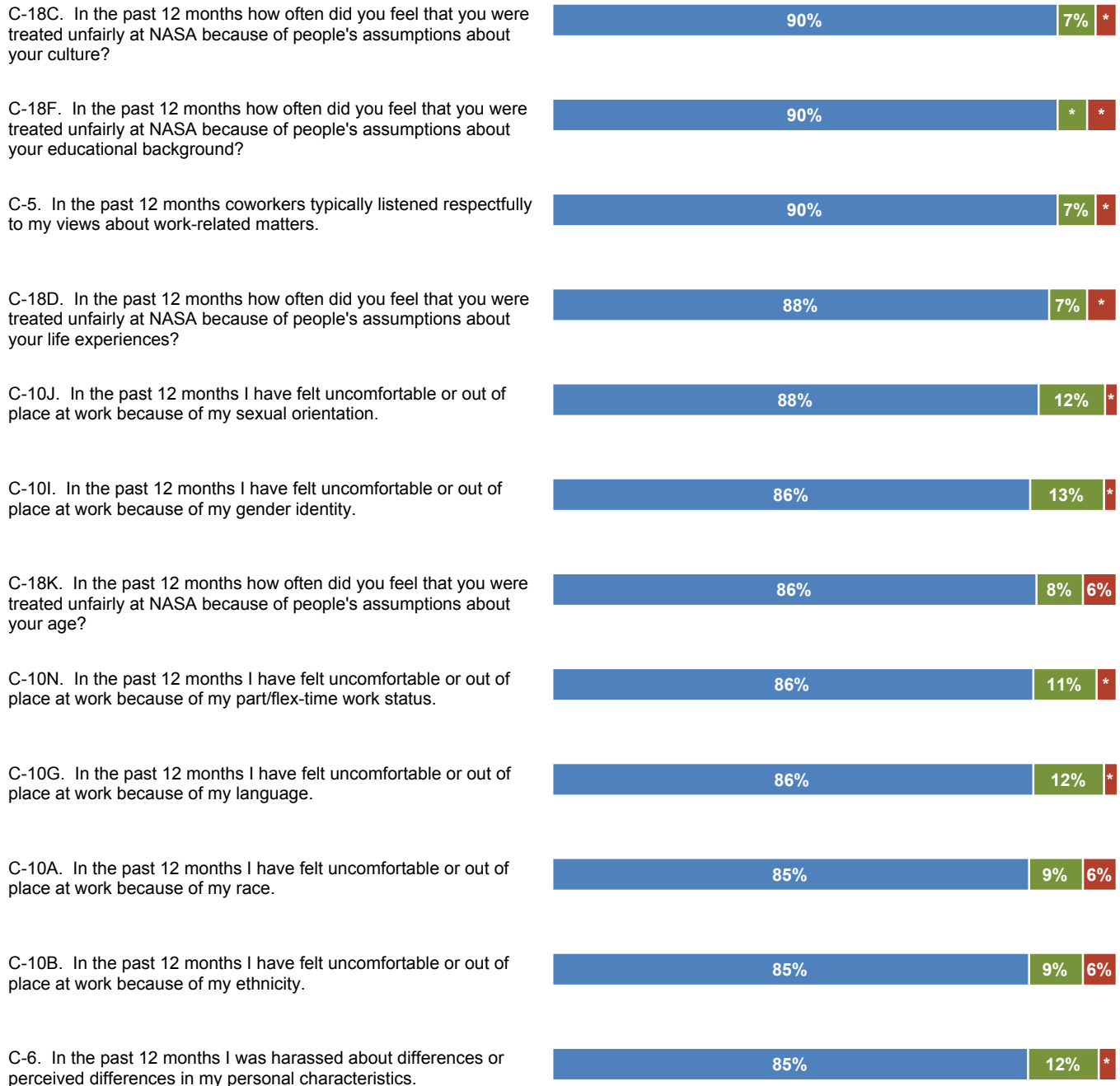


Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

# Research Question 3

## How do employees perceive their own experiences at NASA?

### Strengths, Considerations, and Opportunities



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

# Research Question 3

## How do employees perceive their own experiences at NASA?

### Strengths, Considerations, and Opportunities



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

# Research Question 3

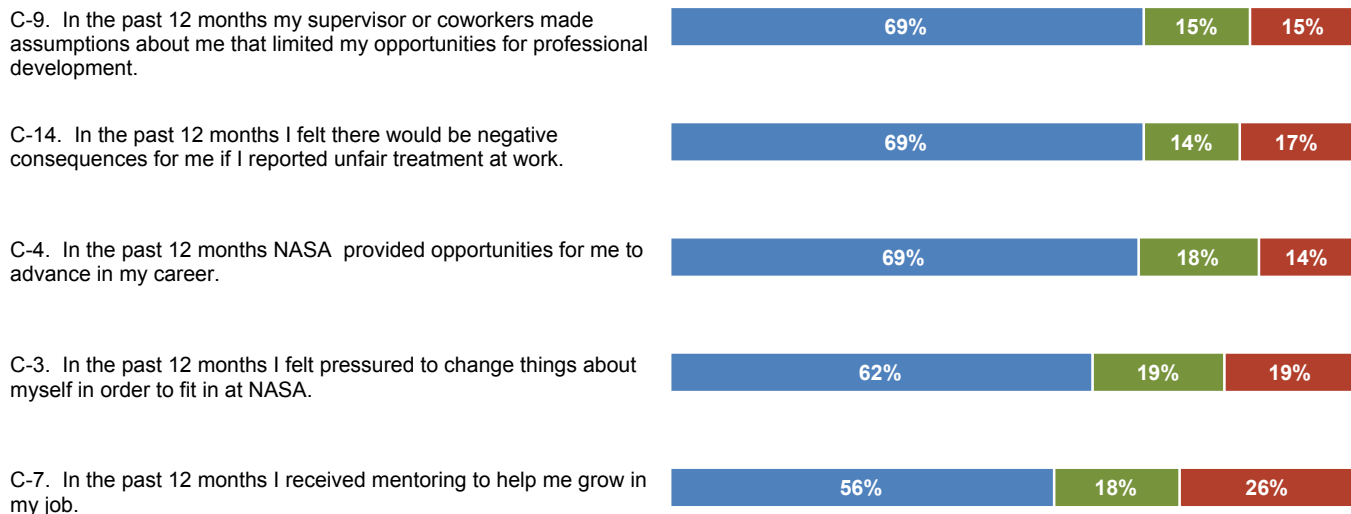
## How do employees perceive their own experiences at NASA?

### Strengths, Considerations, and Opportunities



#### CONSIDERATIONS

The following findings may point to possible steps to enhance diversity and inclusion at your Center. Note: Items with greater than 50 but less than 70 percent positive response are considerations.



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

# Research Question 3

## How do employees perceive their own experiences at NASA?

### Notable Demographic Differences

The survey items below are those with notable differences between one or more of the five demographic groups examined (i.e., between males and females, White and Non-white, Supervisors and Non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years). Notable differences are those in which the percent of positive responses differ by ten percentage points or more.

- C-1. In the past 12 months I received the information I needed to work well with others.
  - 71% of Males compared to 86% of Females.
  - 82% of White respondents compared to 63% of Non-white.
  - 89% of Supervisors compared to 74% of Non-supervisors.
- C-2. In the past 12 months my contributions and achievements at NASA were recognized.
  - 82% of Supervisors compared to 69% of Non-supervisors.
  - 65% of those with 10 years of service or less at NASA compared to 78% of those with 11 years or more.
- C-3. In the past 12 months I felt pressured to change things about myself in order to fit in at NASA.
  - 57% of Males compared to 70% of Females.
  - 66% of White respondents compared to 49% of Non-white.
  - 74% of Supervisors compared to 59% of Non-supervisors.
- C-4. In the past 12 months NASA provided opportunities for me to advance in my career.
  - 82% of Supervisors compared to 65% of Non-supervisors.
- C-6. In the past 12 months I was harassed about differences or perceived differences in my personal characteristics.
  - 80% of Males compared to 91% of Females.
  - 87% of White respondents compared to 77% of Non-white.
- C-7. In the past 12 months I received mentoring to help me grow in my job.
  - 68% of those with 10 years of service or less at NASA compared to 46% of those with 11 years or more.
  - 80% of those younger than 40 years old compared to 49% of those 40 years old or older.



# Research Question 3

## How do employees perceive their own experiences at NASA?

### Notable Demographic Differences

- C-8. In the past 12 months I was not encouraged to suggest alternative ways to solve problems.
- 68% of White respondents compared to 80% of Non-white.
  - 82% of Supervisors compared to 68% of Non-supervisors.
  - 80% of those younger than 40 years old compared to 68% of those 40 years old or older.
- C-9. In the past 12 months my supervisor or coworkers made assumptions about me that limited my opportunities for professional development.
- 75% of White respondents compared to 54% of Non-white.
  - 79% of Supervisors compared to 67% of Non-supervisors.
- C-10A. In the past 12 months I have felt uncomfortable or out of place at work because of my race.
- 91% of White respondents compared to 66% of Non-white.
- C-10B. In the past 12 months I have felt uncomfortable or out of place at work because of my ethnicity.
- 91% of White respondents compared to 66% of Non-white.
  - 93% of Supervisors compared to 83% of Non-supervisors.
- C-10C. In the past 12 months I have felt uncomfortable or out of place at work because of my culture.
- 78% of Males compared to 88% of Females.
  - 86% of White respondents compared to 66% of Non-white.
  - 89% of Supervisors compared to 79% of Non-supervisors.
  - 88% of those with 10 years of service or less at NASA compared to 75% of those with 11 years or more.
- C-10D. In the past 12 months I have felt uncomfortable or out of place at work because of my life experiences.
- 78% of White respondents compared to 66% of Non-white.
- C-10E. In the past 12 months I have felt uncomfortable or out of place at work because of my gender.
- 86% of White respondents compared to 76% of Non-white.

# Research Question 3

## How do employees perceive their own experiences at NASA?

### Notable Demographic Differences

- 93% of Supervisors compared to 82% of Non-supervisors.
- 93% of those younger than 40 years old compared to 81% of those 40 years old or older.

**C-10F.** In the past 12 months I have felt uncomfortable or out of place at work because of my educational background.

- 81% of White respondents compared to 71% of Non-white.
- 93% of Supervisors compared to 75% of Non-supervisors.
- 85% of those with 10 years of service or less at NASA compared to 73% of those with 11 years or more.
- 90% of those younger than 40 years old compared to 76% of those 40 years old or older.

**C-10G.** In the past 12 months I have felt uncomfortable or out of place at work because of my language.

- 88% of White respondents compared to 77% of Non-white.
- 93% of those younger than 40 years old compared to 83% of those 40 years old or older.

**C-10H.** In the past 12 months I have felt uncomfortable or out of place at work because of my religion.

- 90% of those younger than 40 years old compared to 79% of those 40 years old or older.

**C-10K.** In the past 12 months I have felt uncomfortable or out of place at work because of my age.

- 86% of Supervisors compared to 76% of Non-supervisors.

**C-10L.** In the past 12 months I have felt uncomfortable or out of place at work because of my disability.

- 100% of Supervisors compared to 77% of Non-supervisors.
- 94% of those younger than 40 years old compared to 79% of those 40 years old or older.

**C-10M.** In the past 12 months I have felt uncomfortable or out of place at work because of my family caregiver role.

- 95% of Supervisors compared to 80% of Non-supervisors.
- 95% of those younger than 40 years old compared to 81% of those 40 years old or older.

# Research Question 3

## How do employees perceive their own experiences at NASA?

### Notable Demographic Differences

- C-10N. In the past 12 months I have felt uncomfortable or out of place at work because of my part/flex-time work status.
- 100% of Supervisors compared to 82% of Non-supervisors.
  - 95% of those younger than 40 years old compared to 83% of those 40 years old or older.
- C-10O. In the past 12 months I have felt uncomfortable or out of place at work because of my other personal characteristics.
- 74% of Males compared to 86% of Females.
  - 95% of Supervisors compared to 74% of Non-supervisors.
  - 91% of those younger than 40 years old compared to 75% of those 40 years old or older.
- C-11. In the past 12 months I have felt free to express my opinions about work-related matters.
- 67% of those with 10 years of service or less at NASA compared to 78% of those with 11 years or more.
- C-12. In the past 12 months I have thought of leaving NASA for other employment because NASA does not value employees with varied backgrounds and experiences.
- 84% of White respondents compared to 74% of Non-white.
  - 93% of Supervisors compared to 79% of Non-supervisors.
- C-13. In the past 12 months I was given adequate opportunities to demonstrate my skills.
- 77% of Males compared to 67% of Females.
  - 86% of Supervisors compared to 68% of Non-supervisors.
- C-14. In the past 12 months I felt there would be negative consequences for me if I reported unfair treatment at work.
- 74% of White respondents compared to 57% of Non-white.
  - 80% of those younger than 40 years old compared to 66% of those 40 years old or older.
- C-15. In the past 12 months I have felt like a valued employee at NASA.
- 78% of White respondents compared to 63% of Non-white.
- C-16. In the past 12 months I felt that my coworkers didn't accept differences in my personal characteristics.
- 83% of White respondents compared to 63% of Non-white.

# Research Question 3

## How do employees perceive their own experiences at NASA?

### Notable Demographic Differences

- 89% of Supervisors compared to 75% of Non-supervisors.
- 83% of those with 10 years of service or less at NASA compared to 73% of those with 11 years or more.

C-17. In the past 12 months I have felt that I could recommend NASA as a good place to work.

- 93% of Supervisors compared to 82% of Non-supervisors.

C-18A. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your race?

- 98% of White respondents compared to 83% of Non-white.

C-18B. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your ethnicity?

- 98% of White respondents compared to 86% of Non-white.

C-18C. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your culture?

- 95% of those with 10 years of service or less at NASA compared to 85% of those with 11 years or more.

C-18F. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your educational background?

- 97% of those with 10 years of service or less at NASA compared to 84% of those with 11 years or more.

# Research Question 4

## How aware are employees of NASA policies and initiatives to promote diversity and inclusion?

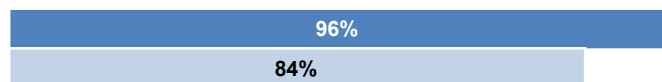
### Comparison With NASA

The percent of respondents that gave a positive response for your Center are compared to the percent of Agency-wide positive responses for each of the survey items within the research question. At the end of this section, a summary is shown that lists the survey items and differences when the differences between your Center and the Agency-wide percent positive are ten percentage points or more.

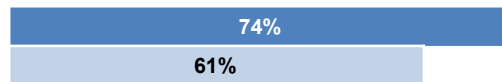
#### Percent Familiar



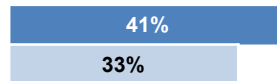
D-4. How familiar are you with the NASA policy statement on anti-harassment in the workplace?



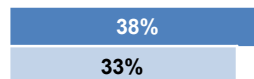
D-3. How familiar are you with the NASA Diversity and Inclusion Policy?



D-2. How familiar are you with your Center's Office of Diversity website and/or Your Center's Equal Opportunity website?



D-1. How familiar are you with the NASA Office of Diversity and Equal Opportunity website?



**Compared to Agency-wide results, your Center's responses were more familiar by 10 percentage points or more on the following items:**

- D\_3.** How familiar are you with the NASA Diversity and Inclusion Policy? (+13% difference)
- D\_4.** How familiar are you with the NASA policy statement on anti-harassment in the workplace? (+12% difference)

**Compared to Agency-wide results, your Center had no items in which respondents were less familiar by 10 percentage points or more.**

Note: All percentages are displayed in Appendix B.

Notes: For items D1 and D2, percent familiar is defined as having visited the website more than once or having visited the website only once; for items D3 and D4, percent familiar is defined as very familiar or somewhat familiar with the policy.

# Research Question 4

How aware are employees of NASA policies and initiatives to promote diversity and inclusion?

## Strengths, Considerations, and Opportunities



### STRENGTHS

The following findings indicate areas of success for your Center. Note: Items with 70 percent very familiar plus somewhat familiar response or greater are considered strengths.

D-4. How familiar are you with the NASA policy statement on anti-harassment in the workplace?



D-3. How familiar are you with the NASA Diversity and Inclusion Policy?



### OPPORTUNITIES

The following findings may point to opportunities for you to make improvements to enhance diversity and inclusion at your Center. Note: Items with 50 percent or less very familiar plus somewhat familiar response are considered opportunities.

D-2. How familiar are you with your Center's Office of Diversity website and/or Your Center's Equal Opportunity website?



D-1. How familiar are you with the NASA Office of Diversity and Equal Opportunity website?



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

For items D1 and D2, very familiar is defined as having visited the website more than once; somewhat familiar is defined as having visited the website only once; aware but not familiar is defined as knowledge of the website but never having visited it; and not at all familiar is defined as knowing nothing at all about the website.

# Research Question 4

## How aware are employees of NASA policies and initiatives to promote diversity and inclusion?

### Notable Demographic Differences

The survey items below are those with notable differences between one or more of the five demographic groups examined (i.e., between males and females, White and Non-white, Supervisors and Non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years). Notable differences are those in which the percent of positive responses differ by ten percentage points or more.

**D-1.** How familiar are you with the NASA Office of Diversity and Equal Opportunity website?

- 46% of Supervisors compared to 35% of Non-supervisors.

**D-2.** How familiar are you with your Center's Office of Diversity website and/or Your Center's Equal Opportunity website?

- 54% of Supervisors compared to 38% of Non-supervisors.

**D-3.** How familiar are you with the NASA Diversity and Inclusion Policy?

- 78% of White respondents compared to 63% of Non-white.

- 89% of Supervisors compared to 70% of Non-supervisors.

- 66% of those with 10 years of service or less at NASA compared to 81% of those with 11 years or more.

- 53% of those younger than 40 years old compared to 79% of those 40 years old or older.

# Research Question 5

How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

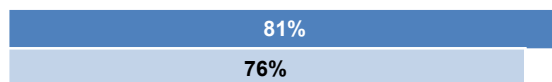
## Comparison With NASA

The percent of respondents that gave a positive response for your Center are compared to the percent of Agency-wide positive responses for each of the survey items within the research question. At the end of this section, a summary is shown that lists the survey items and differences when the differences between your Center and the Agency-wide percent positive are ten percentage points or more.

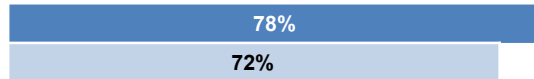
### Percent Positive

SSC NASA

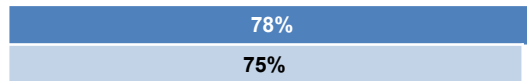
E-1. How would you rate the overall effectiveness of NASA in fostering mutual trust and respect in the workplace?



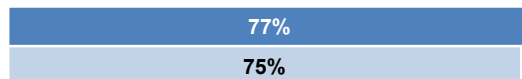
E-5. How would you rate the overall effectiveness of NASA in creating a strong teamwork culture?



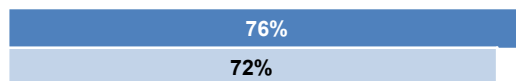
E-2. How would you rate the overall effectiveness of NASA in promoting professional growth for employees?



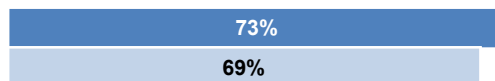
E-6. How would you rate the overall effectiveness of NASA in valuing individual contributions?



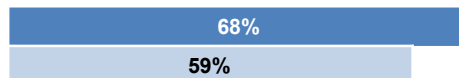
E-3. How would you rate the overall effectiveness of NASA in providing a supportive environment for every employee?



E-4. How would you rate the overall effectiveness of NASA in sharing information with employees so they can do their best work?



E-7. How would you rate the overall effectiveness of NASA in educating employees on how diversity and inclusion fosters innovation?



Note: All percentages are displayed in Appendix B.



# Research Question 5

**How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?**

## Comparison With NASA

**Compared to Agency-wide results, your Center had no items that were more positive by 10 percentage points or more.**

**Compared to Agency-wide results, your Center had no items that were less positive by 10 percentage points or more.**

# Research Question 5

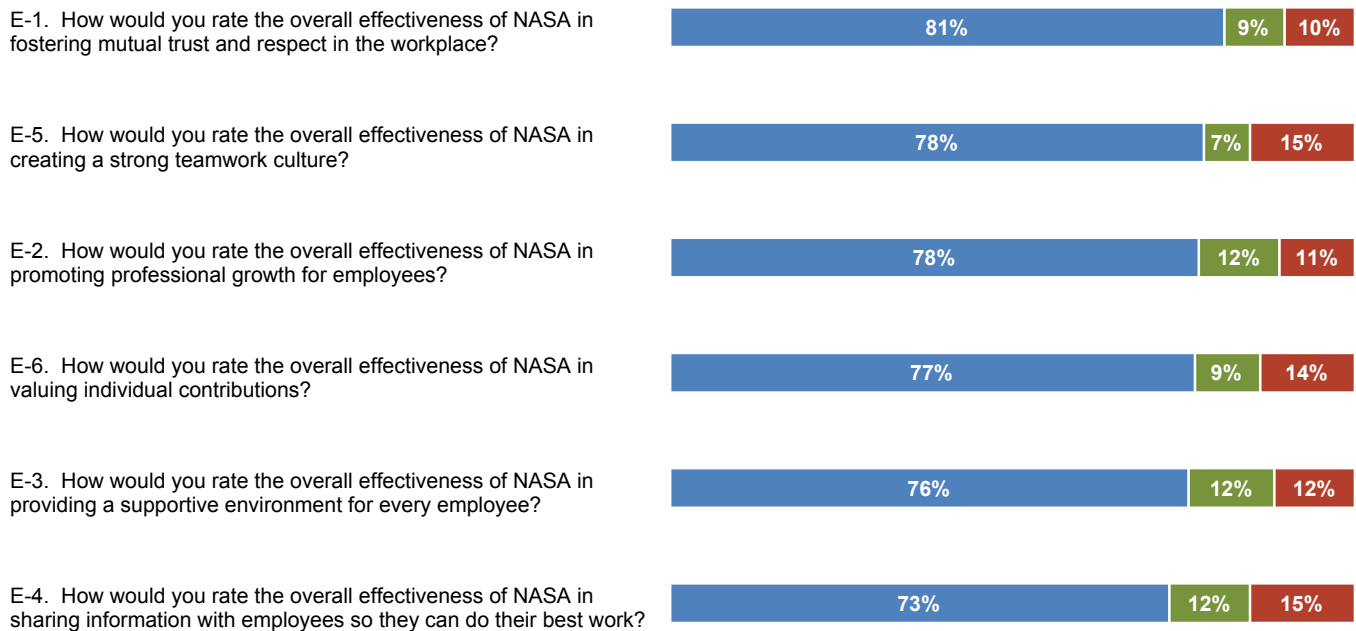
How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

## Strengths, Considerations, and Opportunities



### STRENGTHS

The following findings indicate areas of success for your Center. Note: Items with 70 percent positive response or greater are considered strengths.



### CONSIDERATIONS

The following findings may point to possible steps to enhance diversity and inclusion at your Center. Note: Items with greater than 50 but less than 70 percent positive response are considerations.



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

# Research Question 5

**How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?**

## Notable Demographic Differences

The survey items below are those with notable differences between one or more of the five demographic groups examined (i.e., between males and females, White and Non-white, Supervisors and Non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years). Notable differences are those in which the percent of positive responses differ by ten percentage points or more.

- E-1. How would you rate the overall effectiveness of NASA in fostering mutual trust and respect in the workplace?
  - 75% of Males compared to 91% of Females.
  - 93% of Supervisors compared to 78% of Non-supervisors.
- E-2. How would you rate the overall effectiveness of NASA in promoting professional growth for employees?
  - 73% of Males compared to 84% of Females.
  - 93% of Supervisors compared to 74% of Non-supervisors.
- E-3. How would you rate the overall effectiveness of NASA in providing a supportive environment for every employee?
  - 93% of Supervisors compared to 72% of Non-supervisors.
- E-4. How would you rate the overall effectiveness of NASA in sharing information with employees so they can do their best work?
  - 68% of Males compared to 81% of Females.
  - 82% of Supervisors compared to 71% of Non-supervisors.
- E-5. How would you rate the overall effectiveness of NASA in creating a strong teamwork culture?
  - 74% of Males compared to 84% of Females.
  - 89% of Supervisors compared to 75% of Non-supervisors.
- E-6. How would you rate the overall effectiveness of NASA in valuing individual contributions?
  - 86% of Supervisors compared to 75% of Non-supervisors.

# Research Question 5

**How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?**

## Notable Demographic Differences

- E-7. How would you rate the overall effectiveness of NASA in educating employees on how diversity and inclusion fosters innovation?
- 60% of Males compared to 81% of Females.
  - 71% of White respondents compared to 60% of Non-white.
  - 86% of Supervisors compared to 63% of Non-supervisors.

# Research Question 5

**How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?**

## Selected Comments

Survey item G2 asked respondents, "What could NASA do to improve diversity and inclusion in the workplace?" For your Center 49% of respondents provided a comment in response to this question. The comments below are a sample of the variety of responses received with all respondent comments for your Center shown in Appendix C.

- More targeted training (depending on the results of surveys like this). NASA also needs a non-technical case studies course for folks teaching the organizational lessons learned from Apollo 13, Challenger and Columbia. Ken Human and John Stealey developed such a course and have presented it at MEP, MIP and NASA First sessions at XX but XX has never incorporated it into the APPEL training curriculum. It should be required training for mid-level managers and the value of diversity and inclusion in combatting group think should be one of the prime lessons. Contractors like Jacobs Engineering have incorporated it into their leadership training.
- make job selections and promotions based on demonstrated training, skills and accomplishments regardless of a persons race, culture, gender...
- Increase diversity numbers at the high levels of management and leadership (positions that make hiring decisions). Representation is an effective way to improve inclusion. The policies are there, but they are worthless without vigilance to ensure equal opportunity. Effective vigilance is improved by representation. Education is helpful, but not very effective.
- Offer half day or full day training workshops (to include a nice lunch) in which groups of employees from all grades, directorates, civil servants, contractors (no badges) would spend time getting to know each other on a personal level, communication skills, respecting the different value systems, etc. Some refer to it as a touchy-feely workshop.
- Stop having Black, Hispanic, Woman Heritage Months. Everyone is equal and as such there should not be a focus on one heritage but a focus on ability
- I feel like NASA excels in promoting diversity and inclusion in the workplace.
- Include all races and gender. Do not promote one over the other
- Continue to make workforce aware
- I think our Center has a robust program of awareness events, employee training, hiring strategies, EEO office staff and ODEO performance metrics to achieve diversity and inclusion. The Baseline Services Level activity pointed out some staffing and funding deficiencies in some of the ODEO programs that could be one way to improve over current practices.

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Note: Comments are listed exactly as they were provided by respondents.

# **Recommendations for Action Planning**

# Recommendations for Action Planning

An important objective at NASA is to enhance diversity and inclusion and their benefits. The 2010 NASA Diversity and Inclusion Assessment Survey results provide a snapshot of employees' perceptions about these issues. They provide each Center with an opportunity to identify and implement short- and long-term actionable and measurable goals for achieving diversity and inclusion. The steps below make up one approach for action planning using the Diversity and Inclusion Assessment Survey results. These steps may be modified as needed.

## **Step 1: Review and Discuss Relevant Information**

As an initial step, we recommend carefully reviewing and reflecting on all the survey findings, including the comments to the two open-ended questions. It may be productive to supplement the diversity and inclusion survey findings with other available information about employees' perceptions regarding their work experiences at your Center, such as with the 2010 Federal Employee Viewpoint Survey results. Your Center may want to form subgroups with the responsibility for focusing on particular survey topics and assign a leader for that topic.

In addition, your Center may wish to explore some of the findings in greater depth by conducting focus groups or in-depth interviews. A primary goal of all the information review activities is to discuss the findings and identify strengths and areas for improvement. The Top 10 and Bottom 10 survey items in this report may help in that task, as would be an examination of the differences between your Center's results and the Agency-wide results. It is also important to look at differences between the demographic groups (i.e., between males and females, supervisors and Non-supervisors, etc.) for each of the survey items.

## **Step 2: Develop an Action Plan**

When all of the information deemed important is gathered, reflected upon, and discussed, it is time to develop an action plan. We suggest that planning activities include input from both supervisory and nonsupervisory employees. In general, the survey findings indicated a divergence in perceptions between these groups on many of the survey items. Input from both men and women, younger and older employees, and White and Non-white employees should also be arranged for, for similar reasons. It will be important to ensure that employees feel like true stakeholders in the diversity and inclusion mission at your Center. Note that planned initiatives will require top-level management support, a person who is passionate and willing to volunteer to lead the effort, and a promotion or reward upon successful implementation.

An important step in developing the action plan will be establishing short- and long-term goals. And, given the inevitable constraints of budgeted monies, time, and other resources to implement the plan, your Center will need to think about the chances of success for any particular priority.

In sum, each action plan should answer the following questions:

- A. What is the problem that needs to be addressed?
- B. What are the goals?

# Recommendations for Action Planning

- C. What initiatives or interventions will help achieve these goals?
- D. Should these initiatives or interventions be pilot tested first, before implementing them Centerwide?
- E. Who will be affected?
- F. Who can be a champion?
- G. What resources will be needed?
- H. What (or who) might be a possible barrier?
- I. How will you measure progress and success?
- J. What is the timeline for this plan?

## Step 3: Communicate and Implement the Action Plan

The action plan, including the goals and priorities will need to be communicated effectively to managers and selected others, who will likely be frontline agents for promoting diversity and inclusion enhancements at your Center. Staff will want to get approval of a draft action plan that targets the problem identified and aims to achieve the goals. To obtain approval from senior leadership, consider:

- Using the original reasons for conducting the Diversity and Inclusion Assessment Survey into persuasive arguments for using the results to plan improvement initiatives,
- Thinking about what motivates senior leadership,
- Articulating how improving diversity and inclusion can improve other areas of leadership concern such as individual or group productivity and quality of organizational performance.

After revising the draft action plan by including recommendations from senior leaders, share the final plan with Center staff, explaining the reasons for why it is being implemented, who is involved, what its goals are, activities that will be conducted, the timeline, etc. Consider using a mix of communication methods such as meetings, newsletters, e-mail, Web pages, posters, flyers, bulletin boards, staff representatives, or a “cheerleader” in the Center or directorate. Leave time for addressing staff concerns before actually beginning any of the activities.

Implement the action plan, collecting process measures along the way. Keep checking in (for example by holding meetings) with those involved in the improvement initiative to make sure implementation is proceeding as planned and closely monitor activities and progress (as described in Step 4 below).

## Step 4: Monitor and Evaluate Progress and Effectiveness

An often-neglected task during action planning is clearly stating the process measures you will use to monitor the implementation of the plan and the outcome measures that will be used to assess whether you have met your goals. These measures need to be developed during the planning stage so that the appropriate data collection and reporting activities can be incorporated into the plan. Keep these measures simple and make sure they can fit easily into daily work activities. Use these



# Recommendations for Action Planning

measures to assess whether the activities are being implemented according to plan, as scheduled, and within budget.

Outcome measures help assess whether initiatives were successful in achieving their goals, to answer the question: “What were the effects of making this change?” In many cases, goal achievement cannot be assessed immediately after implementation of the activity because it takes time to see the effects of change. Think about when it is best for your Center to measure changes in outcomes and plan accordingly. Examples of outcome measures include a change in the number of events reported from time 1 to time 2, improvements in evaluation (or satisfaction) ratings of events or trainings, an increase in the number of individuals accessing diversity and inclusion information (e.g., via Web page “hits”), and/or an increase in the percentage of positive responses (or a decrease in the percentage of negative responses) for certain items or groups of items on the Diversity and Inclusion Assessment Survey. The outcome measures should be used to indicate which initiatives are working or not working, leading to decisions about which should be continued, modified, or discontinued.

# **Appendix A**

## **Survey Instrument**

# **2010 NASA Diversity and Inclusion Assessment Survey**

**September 1, 2010**

**Sponsored by:  
NASA**

**Conducted by:  
Westat**

## **Welcome to the 2010 NASA Diversity and Inclusion Assessment Survey!**

This survey is designed to assess workforce perceptions about diversity and inclusion at NASA. NASA will use the findings to promote a workforce culture that seeks, values, and utilizes employee contributions at all levels.

The survey should take about 15 minutes to complete. Please choose the survey responses that best describe your own perceptions and experiences. You may skip questions you do not wish to answer, but we encourage you to answer all of them. Please note, however, that once you answer a question you may change your response but cannot eliminate it.

Your participation in this survey is voluntary, but be assured that your responses will be kept confidential. Westat, an independent research company in Rockville, MD, will aggregate the survey results before providing them to NASA to ensure that individuals cannot be identified.

To begin the survey, enter the Username and Password provided in your email invitation, then click on the "Login" button.

### Privacy Statement

**Username:**

**Password:**

**Login**

For questions or concerns, please contact Westat at  
[NASADiversityandInclusionSurvey@Westat.com](mailto:NASADiversityandInclusionSurvey@Westat.com) or 1-888-642-6901

At NASA, our Diversity and Inclusion Framework is designed to develop and sustain organizational environments Agencywide that fully realize individual potentials and make optimal use of our differing backgrounds, perspectives, and life experiences.

### **DEFINITION OF DIVERSITY AND INCLUSION**

**Please keep the following definitions in mind when completing this survey.**

Diversity is the similarities and differences in the individual and organizational characteristics that shape our workplace.

Inclusion is the means by which we optimize the benefits to mission that is inherent in our diversity.

## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

This section asks about your general perceptions about workplace diversity and inclusion and your perceptions about the current NASA workforce environment.

**How much do you agree or disagree with the following statements?**

	Strongly Agree ▼	Agree ▼	Neither Agree nor Disagree ▼	Disagree ▼	Strongly Disagree ▼	Don't Know ▼	Does Not Apply ▼
1. NASA policies promote fair treatment of employees regardless of their different diversity characteristics .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. At NASA, diversity seems to be mostly about physical characteristics of people .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. NASA employees actively include coworkers with different backgrounds in workplace tasks.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. All employees at NASA have a responsibility to promote workplace diversity and inclusion. ....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. NASA uses diversity and inclusion effectively to increase workforce productivity .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Employee participation in diversity and inclusion training is encouraged at NASA....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Having employees with diverse backgrounds is a source of business advantage at NASA .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Diversity and inclusion lead to innovative ideas at NASA .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The diversity and inclusion training employees receive at NASA is useful .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. NASA values employees with varied backgrounds and experiences.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following sections ask for your opinion on NASA leadership. Section B1 asks you to think about the **supervisors** and **managers** in your current branch, division, or directorate while Section B2 asks you to think about the **senior leaders** and **center leadership** at your center.

## SECTION B1: NASA Leadership—Supervisors and Managers

Please think about the **supervisors** and **managers** in your current branch, division, or directorate when answering the questions in this section.

**Based on your perceptions, how much do you agree or disagree with the following statements?**

Generally, <b>supervisors and managers</b> in my current branch, division, or directorate...	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know	Does Not Apply
	▼	▼	▼	▼	▼	▼	▼
1. Encourage employees to speak up when they disagree with what is being said.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Value having employees with diverse views .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Help employees to recognize biases that foster workplace discrimination or exclusion .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Assign employees with different diversity characteristics to work together .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Investigate reports of unfair treatment .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Help employees of different cultures to interact effectively in the workplace .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Are held accountable for ensuring that employees are treated fairly .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Encourage employees to work with coworkers having different diversity characteristics .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Value the following diverse characteristics:							
a. Differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Differences in cultural characteristics, such as religion, ethnic background, or life experiences.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Differences in the way people approach problems .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

Please think about the **senior leaders** and **center leadership** at your center when answering the questions in this section.

**Based on your perceptions, how much do you agree or disagree with the following statements?**

Generally, the <u>senior leaders and center leadership</u> at my center...	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know	Does Not Apply
	▼	▼	▼	▼	▼	▼	▼
1. Encourage employees to speak up when they disagree with what is being said.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Value having employees with diverse views .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Help employees to recognize biases that foster workplace discrimination or exclusion .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Assign employees with different diversity characteristics to work together .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Investigate reports of unfair treatment .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Help employees of different cultures to interact effectively in the workplace .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Are held accountable for ensuring that employees are treated fairly.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Encourage employees to work with coworkers having different diversity characteristics .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Value the following diverse characteristics:							
a. Differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Differences in cultural characteristics, such as religion, ethnic background, or life experiences.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Differences in the way people approach problems .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## SECTION C: Your Personal Work Experiences at NASA

How much do you agree or disagree with the following statements?

In the past 12 months...	Strongly Agree ▼	Agree ▼	Neither Agree nor Disagree ▼	Disagree ▼	Strongly Disagree ▼	Does Not Apply ▼
1. I received the information I needed to work well with others.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. My contributions and achievements at NASA were recognized .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. I felt pressured to change things about myself in order to fit in at NASA .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. NASA provided opportunities for me to advance in my career .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Coworkers typically listened respectfully to my views about work-related matters.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. I was harassed about differences or perceived differences in my personal characteristics .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. I received mentoring to help me grow in my job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8. I was not encouraged to suggest alternative ways to solve problems .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9. My supervisor or coworkers made assumptions about me that limited my opportunities for professional development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10. I have felt uncomfortable or out of place at work because of my .....						
a. race .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. ethnicity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. culture .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. life experiences .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e. gender.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. educational background.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g. language .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
h. religion .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
i. gender identity .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
j. sexual orientation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
k. age .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
l. disability .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. family caregiver role.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. part/flex-time work status.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. other personal characteristics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In the past 12 months...	Strongly Agree ▼	Agree ▼	Neither Agree nor Disagree ▼	Disagree ▼	Strongly Disagree ▼	Does Not Apply ▼
11. I have felt free to express my opinions about work-related matters .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12. I have thought of leaving NASA for other employment because NASA does not value employees with varied backgrounds and experiences .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13. I was given adequate opportunities to demonstrate my skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
14. I felt there would be negative consequences for me if I reported unfair treatment at work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15. I have felt like a valued employee at NASA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
16. I felt that my coworkers didn't accept differences in my personal characteristics ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
17. I have felt that I could recommend NASA as a good place to work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**Over the past 12 months...**

18. How often did you feel that you were treated unfairly at NASA because of people's assumptions about your:	Never ▼	Seldom ▼	Some- times ▼	Often ▼	Always ▼	Does not apply ▼
a. race .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. ethnicity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. culture .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. life experiences .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e. gender.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. educational background.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g. language .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
h. religion .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
i. gender identity .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
j. sexual orientation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
k. age.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
l. disability .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. family caregiver role.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. part/flex-time work status.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. other personal characteristics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## **SECTION D: Your Awareness of Diversity and Inclusion Information and Initiatives at NASA**

**How familiar are you with the following:**

**1. The NASA Office of Diversity and Equal Opportunity website?**

- ☐ I have visited this website more than once.
- ☐ I have visited this website only once.
- ☐ I know about this website but have never visited it.
- ☐ I know nothing at all about this website.

**2. Your Center's Office of Diversity website and/or Your Center's Equal Opportunity website?**

- ☐ I have visited this website more than once.
- ☐ I have visited this website only once.
- ☐ I know about this website but have never visited it.
- ☐ I know nothing at all about this website.

**3. The NASA Diversity and Inclusion Policy?**

- ☐ I am very familiar with the Diversity and Inclusion Policy.
- ☐ I am somewhat familiar with the Diversity and Inclusion Policy.
- ☐ I have heard about the Diversity and Inclusion Policy, but I am not familiar with it.
- ☐ I know nothing at all about the NASA Diversity and Inclusion Policy.

**4. The NASA policy statement on anti-harassment in the workplace?**

- ☐ I am very familiar with the policy statement on anti-harassment.
- ☐ I am somewhat familiar with the policy statement on anti-harassment.
- ☐ I have heard about the anti-harassment policy statement, but I am not familiar with it.
- ☐ I know nothing at all about the NASA policy statement on anti-harassment.

## SECTION E: Your Ratings of NASA's Overall Effectiveness

Over the past 12 months...

How would you rate the overall effectiveness of NASA in:	Effective ▼	Somewhat Effective ▼	Neither Effective nor Ineffective ▼	Somewhat Ineffective ▼	Ineffective ▼
1. Fostering mutual trust and respect in the workplace? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Promoting professional growth for employees? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Providing a supportive environment for every employee? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Sharing information with employees so they can do their best work? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Creating a strong teamwork culture? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Valuing individual contributions? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Educating employees on how diversity and inclusion fosters innovation? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION F: About You

This section asks questions about your employment and your personal characteristics. Your answers to these questions will help us to analyze survey results.

**1. What is your supervisory status? (Mark one of the following.)**

- ☐ **Non-Supervisor:** You do not supervise other employees.
- ☐ **Team Leader:** You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.
- ☐ **Supervisor:** You are responsible for employees' performance appraisals and approval of their leave, but you do not supervise other supervisors.
- ☐ **Manager:** You are in a management position and supervise one or more supervisors.
- ☐ **Executive:** Member of Senior Executive Service or equivalent.

**2. What do you consider yourself to be? (Mark all that apply.)**

- ☐ American Indian/Alaska Native
- ☐ Asian/Pacific Islander
- ☐ Black/African American
- ☐ Hispanic/Latino American
- ☐ White
- ☐ Other (please specify): \_\_\_\_\_

**3. How do you describe your gender?**

- ☐ Male
- ☐ Female
- ☐ Transgender Female
- ☐ Transgender Male
- ☐ Other (please specify): \_\_\_\_\_

**4. Please identify which of the following best describes you.**

- ☐ Heterosexual/straight
- ☐ Bi-sexual
- ☐ Gay/lesbian
- ☐ Other (please specify): \_\_\_\_\_

**5. Please identify the center where you are currently employed.**

- ☐ Ames
- ☐ Dryden
- ☐ Glenn

**Goddard**

- ☐ Greenbelt
- ☐ IV&V
- ☐ Wallops
- ☐ Other

**Headquarters**

- ☐ Washington
- ☐ NSSC

**Johnson**

- ☐ Houston, TX
- ☐ White Sands

- ☐ Kennedy
- ☐ Langley
- ☐ Marshall
- ☐ Stennis

**6. Please identify your Directorate**

NOTE: In the web survey, respondents are asked to identify their directorate if, for question 5, they selected one of the following:

- Ames
- Dryden
- Glenn
- Goddard – Greenbelt
- Headquarters – Washington
- Headquarters – NSSC
- Johnson – Houston, TX
- Kennedy
- Langley
- Marshall
- Stennis

**7. How long have you worked for NASA?**

- ☐ Less than 1 year
- ☐ 1 to 2 years
- ☐ 3 to 5 years
- ☐ 6 to 10 years
- ☐ 11 to 20 years
- ☐ More than 20 years

**8. What is your age group?**

- ☐ 25 years old or younger
- ☐ 26-29 years old
- ☐ 30-39 years old
- ☐ 40-49 years old
- ☐ 50-59 years old
- ☐ 60 years old or older

**9. What is your marital status? (Mark the one response that best describes your current status.)**

- ☐ Married to someone of the opposite sex
- ☐ Married, in a civil union, or registered partnership with someone of same sex
- ☐ Divorced
- ☐ Widowed
- ☐ Separated
- ☐ Single, never been married
- ☐ Living with a domestic partner of the opposite sex
- ☐ Living with a domestic partner of the same sex

**10. What is the highest grade or level of schooling you have completed?**

- ☐ Some high school
- ☐ High school graduate or GED
- ☐ Some college
- ☐ 2-year degree
- ☐ 4-year college graduate
- ☐ Master's degree
- ☐ Doctorate degree
- ☐ Post-doctorate

**11. Please identify your skill code. (Mark one of the following.)**

- ☐ Clerical
- ☐ Engineer
- ☐ Professional Administrative
- ☐ Scientist
- ☐ Technician/Wage Grade

**12. Are you a full-time or part-time employee at NASA?**

- ☐ Full-time
- ☐ Part-time

**13. Do you consider yourself disabled?**

- ☐ Yes
- ☐ No



## SECTION G: Your Final Thoughts and Comments

Earlier, we provided you with a definition of diversity and inclusion to think about as you completed the survey. Now we'd like to know....

1. What does workplace diversity and inclusion mean to you?

(You can use examples, personal experiences, stories, etc.)

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2. What could NASA do to improve diversity and inclusion in the workplace?

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# **Appendix B**

## **Results by Item**

## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

### 1. NASA policies promote fair treatment of employees regardless of their different diversity characteristics.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,512</b>	<b>82.8%</b>	<b>8.2%</b>	<b>9.1%</b>	<b>117</b>	<b>22</b>
<b>SSC</b>	<b>137</b>	<b>87.6%</b>	<b>6.6%</b>	<b>5.8%</b>	<b>0</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		94.1%	5.9%	0.0%	0	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		92.9%	7.1%	0.0%	0	0
EA Engineering and Test Directorate		72.4%	24.1%	3.4%	0	0
IA Office of External Affairs		71.4%	0.0%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		76.9%	0.0%	23.1%	0	0
QA Office of Safety and Mission Assurance		90.0%	0.0%	10.0%	0	0
RA Center Operations Directorate		96.0%	0.0%	4.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		85.7%	6.5%	7.8%	0	0
Female		93.1%	5.2%	1.7%	0	0
White		90.3%	4.9%	4.9%	0	0
Non-white		79.4%	11.8%	8.8%	0	1
Supervisor		100.0%	0.0%	0.0%	0	1
Non-supervisor		84.5%	8.2%	7.3%	0	0
Worked at NASA 10 years or less		87.7%	6.2%	6.2%	0	0
Worked at NASA 11 years or more		87.5%	6.9%	5.6%	0	1
Younger than 40 years old		93.1%	0.0%	6.9%	0	1
40 years old or older		86.0%	8.4%	5.6%	0	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

2. At NASA, diversity seems to be mostly about physical characteristics of people.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,279</b>	<b>40.5%</b>	<b>21.1%</b>	<b>38.3%</b>	<b>322</b>	<b>36</b>
<b>SSC</b>	<b>133</b>	<b>51.1%</b>	<b>22.6%</b>	<b>26.3%</b>	<b>3</b>	<b>2</b>
AA Office of the Director		50.0%	25.0%	25.0%	0	0
BA Office of the Chief Financial Officer		62.5%	31.3%	6.3%	1	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		57.1%	28.6%	14.3%	0	0
EA Engineering and Test Directorate		50.0%	21.4%	28.6%	1	0
IA Office of External Affairs		42.9%	14.3%	42.9%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		53.8%	7.7%	38.5%	0	0
QA Office of Safety and Mission Assurance		40.0%	20.0%	40.0%	0	0
RA Center Operations Directorate		45.8%	33.3%	20.8%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	2
Male		52.0%	25.3%	22.7%	1	1
Female		50.0%	19.6%	30.4%	2	0
White		54.0%	22.0%	24.0%	2	1
Non-white		42.4%	24.2%	33.3%	1	1
Supervisor		70.4%	18.5%	11.1%	0	1
Non-supervisor		46.2%	23.6%	30.2%	3	1
Worked at NASA 10 years or less		49.2%	22.2%	28.6%	2	0
Worked at NASA 11 years or more		52.9%	22.9%	24.3%	1	2
Younger than 40 years old		53.6%	21.4%	25.0%	1	1
40 years old or older		50.0%	23.1%	26.9%	2	1

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

### 3. NASA employees actively include coworkers with different backgrounds in workplace tasks.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,402</b>	<b>74.6%</b>	<b>15.0%</b>	<b>10.3%</b>	<b>177</b>	<b>39</b>
<b>SSC</b>	<b>135</b>	<b>76.3%</b>	<b>19.3%</b>	<b>4.4%</b>	<b>1</b>	<b>1</b>
AA Office of the Director		87.5%	12.5%	0.0%	0	0
BA Office of the Chief Financial Officer		81.3%	18.8%	0.0%	0	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		92.9%	7.1%	0.0%	0	0
EA Engineering and Test Directorate		65.5%	27.6%	6.9%	0	0
IA Office of External Affairs		57.1%	28.6%	14.3%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		69.2%	30.8%	0.0%	0	0
QA Office of Safety and Mission Assurance		60.0%	20.0%	20.0%	0	0
RA Center Operations Directorate		88.0%	8.0%	4.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		75.3%	20.8%	3.9%	0	0
Female		78.6%	16.1%	5.4%	1	0
White		83.2%	13.9%	3.0%	1	0
Non-white		55.9%	35.3%	8.8%	0	1
Supervisor		84.6%	15.4%	0.0%	0	1
Non-supervisor		74.3%	20.2%	5.5%	1	0
Worked at NASA 10 years or less		82.8%	12.5%	4.7%	1	0
Worked at NASA 11 years or more		70.4%	25.4%	4.2%	0	1
Younger than 40 years old		78.6%	7.1%	14.3%	1	1
40 years old or older		75.5%	22.6%	1.9%	0	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

### 4. All employees at NASA have a responsibility to promote workplace diversity and inclusion.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,501</b>	<b>84.9%</b>	<b>10.1%</b>	<b>5.0%</b>	<b>108</b>	<b>25</b>
<b>SSC</b>	<b>135</b>	<b>88.1%</b>	<b>8.9%</b>	<b>3.0%</b>	<b>2</b>	<b>1</b>
AA Office of the Director		75.0%	25.0%	0.0%	0	0
BA Office of the Chief Financial Officer		94.1%	5.9%	0.0%	0	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		92.9%	7.1%	0.0%	0	0
EA Engineering and Test Directorate		79.3%	10.3%	10.3%	0	0
IA Office of External Affairs		85.7%	14.3%	0.0%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		90.9%	9.1%	0.0%	2	0
QA Office of Safety and Mission Assurance		80.0%	10.0%	10.0%	0	0
RA Center Operations Directorate		96.0%	4.0%	0.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		88.0%	9.3%	2.7%	2	0
Female		89.7%	8.6%	1.7%	0	0
White		92.1%	6.9%	1.0%	2	0
Non-white		76.5%	14.7%	8.8%	0	1
Supervisor		96.3%	0.0%	3.7%	0	1
Non-supervisor		86.1%	11.1%	2.8%	2	0
Worked at NASA 10 years or less		89.2%	7.7%	3.1%	0	0
Worked at NASA 11 years or more		87.1%	10.0%	2.9%	2	1
Younger than 40 years old		86.2%	6.9%	6.9%	0	1
40 years old or older		88.6%	9.5%	1.9%	2	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

### 5. NASA uses diversity and inclusion effectively to increase workforce productivity.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,104</b>	<b>45.5%</b>	<b>32.5%</b>	<b>22.0%</b>	<b>470</b>	<b>56</b>
<b>SSC</b>	<b>131</b>	<b>57.3%</b>	<b>26.7%</b>	<b>16.0%</b>	<b>5</b>	<b>1</b>
AA Office of the Director		75.0%	25.0%	0.0%	0	0
BA Office of the Chief Financial Officer		68.8%	18.8%	12.5%	1	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		76.9%	15.4%	7.7%	1	0
EA Engineering and Test Directorate		46.4%	35.7%	17.9%	1	0
IA Office of External Affairs		57.1%	14.3%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		10.0%	20.0%	70.0%	2	0
QA Office of Safety and Mission Assurance		40.0%	50.0%	10.0%	0	0
RA Center Operations Directorate		64.0%	24.0%	12.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		52.7%	29.7%	17.6%	2	0
Female		64.3%	21.4%	14.3%	2	0
White		64.3%	24.5%	11.2%	4	0
Non-white		36.4%	33.3%	30.3%	1	1
Supervisor		80.8%	15.4%	3.8%	1	1
Non-supervisor		51.4%	29.5%	19.0%	4	0
Worked at NASA 10 years or less		58.7%	27.0%	14.3%	2	0
Worked at NASA 11 years or more		55.9%	26.5%	17.6%	3	1
Younger than 40 years old		69.0%	20.7%	10.3%	0	1
40 years old or older		53.5%	28.7%	17.8%	5	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

### 6. Employee participation in diversity and inclusion training is encouraged at NASA.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,390</b>	<b>79.6%</b>	<b>14.0%</b>	<b>6.4%</b>	<b>214</b>	<b>24</b>
<b>SSC</b>	<b>136</b>	<b>91.9%</b>	<b>8.1%</b>	<b>0.0%</b>	<b>1</b>	<b>1</b>
AA Office of the Director		87.5%	12.5%	0.0%	0	0
BA Office of the Chief Financial Officer		100.0%	0.0%	0.0%	0	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		100.0%	0.0%	0.0%	0	0
EA Engineering and Test Directorate		82.8%	17.2%	0.0%	0	0
IA Office of External Affairs		100.0%	0.0%	0.0%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		100.0%	0.0%	0.0%	0	0
QA Office of Safety and Mission Assurance		88.9%	11.1%	0.0%	1	0
RA Center Operations Directorate		84.0%	16.0%	0.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		86.8%	13.2%	0.0%	1	0
Female		98.3%	1.7%	0.0%	0	0
White		94.1%	5.9%	0.0%	1	0
Non-white		85.3%	14.7%	0.0%	0	1
Supervisor		96.3%	3.7%	0.0%	0	1
Non-supervisor		90.8%	9.2%	0.0%	1	0
Worked at NASA 10 years or less		92.2%	7.8%	0.0%	1	0
Worked at NASA 11 years or more		91.7%	8.3%	0.0%	0	1
Younger than 40 years old		89.7%	10.3%	0.0%	0	1
40 years old or older		92.5%	7.5%	0.0%	1	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.



## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

### 7. Having employees with diverse backgrounds is a source of business advantage at NASA.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,275</b>	<b>75.1%</b>	<b>18.4%</b>	<b>6.6%</b>	<b>310</b>	<b>38</b>
<b>SSC</b>	<b>133</b>	<b>73.7%</b>	<b>19.5%</b>	<b>6.8%</b>	<b>3</b>	<b>2</b>
AA Office of the Director		85.7%	14.3%	0.0%	1	0
BA Office of the Chief Financial Officer		76.5%	17.6%	5.9%	0	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		84.6%	15.4%	0.0%	1	0
EA Engineering and Test Directorate		65.5%	24.1%	10.3%	0	0
IA Office of External Affairs		71.4%	28.6%	0.0%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		66.7%	16.7%	16.7%	1	0
QA Office of Safety and Mission Assurance		66.7%	11.1%	22.2%	0	1
RA Center Operations Directorate		76.0%	20.0%	4.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		73.3%	20.0%	6.7%	2	0
Female		75.0%	19.6%	5.4%	1	1
White		77.0%	18.0%	5.0%	2	1
Non-white		63.6%	24.2%	12.1%	1	1
Supervisor		88.5%	11.5%	0.0%	0	2
Non-supervisor		70.1%	21.5%	8.4%	3	0
Worked at NASA 10 years or less		75.8%	16.1%	8.1%	2	1
Worked at NASA 11 years or more		71.8%	22.5%	5.6%	1	1
Younger than 40 years old		82.1%	10.7%	7.1%	0	2
40 years old or older		71.2%	22.1%	6.7%	3	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

### 8. NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,905</b>	<b>31.9%</b>	<b>27.0%</b>	<b>41.1%</b>	<b>701</b>	<b>22</b>
<b>SSC</b>	<b>125</b>	<b>36.8%</b>	<b>23.2%</b>	<b>40.0%</b>	<b>12</b>	<b>1</b>
AA Office of the Director		50.0%	12.5%	37.5%	0	0
BA Office of the Chief Financial Officer		42.9%	21.4%	35.7%	3	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		60.0%	20.0%	20.0%	4	0
EA Engineering and Test Directorate		28.6%	17.9%	53.6%	1	0
IA Office of External Affairs		28.6%	14.3%	57.1%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		15.4%	7.7%	76.9%	0	0
QA Office of Safety and Mission Assurance		50.0%	12.5%	37.5%	2	0
RA Center Operations Directorate		32.0%	48.0%	20.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	1	1
Male		32.4%	22.5%	45.1%	6	0
Female		44.2%	25.0%	30.8%	6	0
White		40.2%	21.7%	38.0%	11	0
Non-white		27.3%	27.3%	45.5%	1	1
Supervisor		44.4%	25.9%	29.6%	0	1
Non-supervisor		34.7%	22.4%	42.9%	12	0
Worked at NASA 10 years or less		40.0%	21.8%	38.2%	10	0
Worked at NASA 11 years or more		34.3%	24.3%	41.4%	2	1
Younger than 40 years old		50.0%	29.2%	20.8%	5	1
40 years old or older		33.0%	22.0%	45.0%	7	0

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## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

### 9. Diversity and inclusion lead to innovative ideas at NASA.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,132</b>	<b>68.3%</b>	<b>24.0%</b>	<b>7.6%</b>	<b>439</b>	<b>39</b>
<b>SSC</b>	<b>134</b>	<b>70.9%</b>	<b>21.6%</b>	<b>7.5%</b>	<b>3</b>	<b>1</b>
AA Office of the Director		75.0%	25.0%	0.0%	0	0
BA Office of the Chief Financial Officer		82.4%	17.6%	0.0%	0	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		85.7%	14.3%	0.0%	0	0
EA Engineering and Test Directorate		64.3%	28.6%	7.1%	1	0
IA Office of External Affairs		85.7%	0.0%	14.3%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		41.7%	25.0%	33.3%	1	0
QA Office of Safety and Mission Assurance		60.0%	30.0%	10.0%	0	0
RA Center Operations Directorate		64.0%	28.0%	8.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	1	1
Male		67.6%	20.3%	12.2%	3	0
Female		75.9%	24.1%	0.0%	0	0
White		70.0%	24.0%	6.0%	3	0
Non-white		73.5%	14.7%	11.8%	0	1
Supervisor		96.3%	0.0%	3.7%	0	1
Non-supervisor		64.5%	27.1%	8.4%	3	0
Worked at NASA 10 years or less		68.3%	25.4%	6.3%	2	0
Worked at NASA 11 years or more		73.2%	18.3%	8.5%	1	1
Younger than 40 years old		82.8%	13.8%	3.4%	0	1
40 years old or older		67.3%	24.0%	8.7%	3	0

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## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

### 10. The diversity and inclusion training employees receive at NASA is useful.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,916</b>	<b>50.1%</b>	<b>32.1%</b>	<b>17.8%</b>	<b>606</b>	<b>91</b>
<b>SSC</b>	<b>132</b>	<b>60.6%</b>	<b>30.3%</b>	<b>9.1%</b>	<b>5</b>	<b>1</b>
AA Office of the Director		87.5%	12.5%	0.0%	0	0
BA Office of the Chief Financial Officer		81.3%	18.8%	0.0%	1	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		84.6%	15.4%	0.0%	1	0
EA Engineering and Test Directorate		34.5%	44.8%	20.7%	0	0
IA Office of External Affairs		57.1%	14.3%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		41.7%	33.3%	25.0%	1	0
QA Office of Safety and Mission Assurance		50.0%	50.0%	0.0%	0	0
RA Center Operations Directorate		56.5%	43.5%	0.0%	2	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		52.7%	35.1%	12.2%	3	0
Female		71.4%	25.0%	3.6%	2	0
White		66.7%	27.3%	6.1%	4	0
Non-white		42.4%	39.4%	18.2%	1	1
Supervisor		77.8%	14.8%	7.4%	0	1
Non-supervisor		56.2%	34.3%	9.5%	5	0
Worked at NASA 10 years or less		59.0%	36.1%	4.9%	4	0
Worked at NASA 11 years or more		62.0%	25.4%	12.7%	1	1
Younger than 40 years old		69.2%	26.9%	3.8%	3	1
40 years old or older		59.0%	30.5%	10.5%	2	0

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## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

### 11. NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,272</b>	<b>60.5%</b>	<b>25.1%</b>	<b>14.5%</b>	<b>309</b>	<b>44</b>
<b>SSC</b>	<b>131</b>	<b>64.1%</b>	<b>23.7%</b>	<b>12.2%</b>	<b>5</b>	<b>1</b>
AA Office of the Director		83.3%	16.7%	0.0%	1	0
BA Office of the Chief Financial Officer		81.3%	6.3%	12.5%	1	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		92.3%	7.7%	0.0%	1	0
EA Engineering and Test Directorate		50.0%	28.6%	21.4%	1	0
IA Office of External Affairs		57.1%	14.3%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		61.5%	15.4%	23.1%	0	0
QA Office of Safety and Mission Assurance		30.0%	50.0%	20.0%	0	0
RA Center Operations Directorate		64.0%	32.0%	4.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		59.5%	28.4%	12.2%	2	0
Female		70.9%	16.4%	12.7%	3	0
White		71.1%	19.6%	9.3%	5	0
Non-white		44.1%	35.3%	20.6%	0	1
Supervisor		80.0%	12.0%	8.0%	1	1
Non-supervisor		60.4%	26.4%	13.2%	4	0
Worked at NASA 10 years or less		69.8%	22.2%	7.9%	2	0
Worked at NASA 11 years or more		58.8%	25.0%	16.2%	3	1
Younger than 40 years old		75.0%	17.9%	7.1%	1	1
40 years old or older		60.8%	25.5%	13.7%	4	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

### 12. NASA values employees with varied backgrounds and experience.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,405</b>	<b>75.0%</b>	<b>14.9%</b>	<b>10.0%</b>	<b>206</b>	<b>19</b>
<b>SSC</b>	<b>137</b>	<b>80.3%</b>	<b>13.9%</b>	<b>5.8%</b>	<b>0</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		82.4%	11.8%	5.9%	0	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		85.7%	14.3%	0.0%	0	0
EA Engineering and Test Directorate		75.9%	17.2%	6.9%	0	0
IA Office of External Affairs		57.1%	14.3%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		76.9%	15.4%	7.7%	0	0
QA Office of Safety and Mission Assurance		70.0%	20.0%	10.0%	0	0
RA Center Operations Directorate		88.0%	8.0%	4.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		77.9%	15.6%	6.5%	0	0
Female		82.8%	12.1%	5.2%	0	0
White		83.5%	12.6%	3.9%	0	0
Non-white		70.6%	17.6%	11.8%	0	1
Supervisor		92.6%	3.7%	3.7%	0	1
Non-supervisor		77.3%	16.4%	6.4%	0	0
Worked at NASA 10 years or less		80.0%	18.5%	1.5%	0	0
Worked at NASA 11 years or more		80.6%	9.7%	9.7%	0	1
Younger than 40 years old		89.7%	10.3%	0.0%	0	1
40 years old or older		77.6%	15.0%	7.5%	0	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B1: NASA Leadership—Supervisors and Managers

1. Generally, supervisors and managers in my current branch, division, or directorate encourage employees to speak up when they disagree with what is being said.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,219</b>	<b>72.3%</b>	<b>12.0%</b>	<b>15.7%</b>	<b>60</b>	<b>14</b>
<b>SSC</b>	<b>137</b>	<b>77.4%</b>	<b>8.8%</b>	<b>13.9%</b>	<b>0</b>	<b>1</b>
AA Office of the Director		87.5%	12.5%	0.0%	0	0
BA Office of the Chief Financial Officer		76.5%	5.9%	17.6%	0	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		85.7%	7.1%	7.1%	0	0
EA Engineering and Test Directorate		75.9%	13.8%	10.3%	0	0
IA Office of External Affairs		57.1%	14.3%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		53.8%	0.0%	46.2%	0	0
QA Office of Safety and Mission Assurance		60.0%	30.0%	10.0%	0	0
RA Center Operations Directorate		84.0%	4.0%	12.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		77.9%	9.1%	13.0%	0	0
Female		75.9%	8.6%	15.5%	0	0
White		76.7%	10.7%	12.6%	0	0
Non-white		79.4%	2.9%	17.6%	0	1
Supervisor		88.9%	7.4%	3.7%	0	1
Non-supervisor		74.5%	9.1%	16.4%	0	0
Worked at NASA 10 years or less		72.3%	10.8%	16.9%	0	0
Worked at NASA 11 years or more		81.9%	6.9%	11.1%	0	1
Younger than 40 years old		82.8%	6.9%	10.3%	0	1
40 years old or older		75.7%	9.3%	15.0%	0	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B1: NASA Leadership—Supervisors and Managers

2. Generally, supervisors and managers in my current branch, division, or directorate value having employees with diverse views.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>7,064</b>	<b>70.7%</b>	<b>15.5%</b>	<b>13.8%</b>	<b>205</b>	<b>19</b>
<b>SSC</b>	<b>134</b>	<b>73.1%</b>	<b>15.7%</b>	<b>11.2%</b>	<b>1</b>	<b>1</b>
AA Office of the Director		87.5%	12.5%	0.0%	0	0
BA Office of the Chief Financial Officer		80.0%	13.3%	6.7%	1	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		85.7%	7.1%	7.1%	0	0
EA Engineering and Test Directorate		69.0%	20.7%	10.3%	0	0
IA Office of External Affairs		57.1%	28.6%	14.3%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		53.8%	15.4%	30.8%	0	0
QA Office of Safety and Mission Assurance		60.0%	20.0%	20.0%	0	0
RA Center Operations Directorate		68.0%	20.0%	12.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		69.7%	15.8%	14.5%	0	0
Female		76.8%	16.1%	7.1%	1	0
White		78.0%	11.0%	11.0%	1	0
Non-white		58.8%	29.4%	11.8%	0	1
Supervisor		92.6%	3.7%	3.7%	0	1
Non-supervisor		68.2%	18.7%	13.1%	1	0
Worked at NASA 10 years or less		71.9%	17.2%	10.9%	1	0
Worked at NASA 11 years or more		74.3%	14.3%	11.4%	0	1
Younger than 40 years old		72.4%	24.1%	3.4%	0	1
40 years old or older		73.1%	13.5%	13.5%	1	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.



## SECTION B1: NASA Leadership—Supervisors and Managers

3. *Generally, supervisors and managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion.*

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,789</b>	<b>48.9%</b>	<b>33.4%</b>	<b>17.7%</b>	<b>406</b>	<b>70</b>
<b>SSC</b>	<b>129</b>	<b>58.9%</b>	<b>31.0%</b>	<b>10.1%</b>	<b>7</b>	<b>1</b>
AA Office of the Director		87.5%	12.5%	0.0%	0	0
BA Office of the Chief Financial Officer		60.0%	20.0%	20.0%	1	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		78.6%	14.3%	7.1%	0	0
EA Engineering and Test Directorate		48.0%	40.0%	12.0%	4	0
IA Office of External Affairs		57.1%	0.0%	42.9%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		38.5%	46.2%	15.4%	0	0
QA Office of Safety and Mission Assurance		33.3%	66.7%	0.0%	1	0
RA Center Operations Directorate		56.0%	40.0%	4.0%	0	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		58.9%	32.9%	8.2%	3	0
Female		61.1%	25.9%	13.0%	4	0
White		65.3%	29.5%	5.3%	7	0
Non-white		41.2%	35.3%	23.5%	0	1
Supervisor		73.1%	19.2%	7.7%	1	1
Non-supervisor		55.3%	34.0%	10.7%	6	0
Worked at NASA 10 years or less		60.7%	34.4%	4.9%	4	0
Worked at NASA 11 years or more		57.4%	27.9%	14.7%	3	1
Younger than 40 years old		66.7%	29.6%	3.7%	2	1
40 years old or older		56.4%	31.7%	11.9%	5	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B1: NASA Leadership—Supervisors and Managers

4. Generally, supervisors and managers in my current branch, division, or directorate assign employees with different diversity characteristics to work together.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,689</b>	<b>55.7%</b>	<b>31.8%</b>	<b>12.5%</b>	<b>478</b>	<b>117</b>
<b>SSC</b>	<b>123</b>	<b>60.2%</b>	<b>29.3%</b>	<b>10.6%</b>	<b>13</b>	<b>2</b>
AA Office of the Director		100.0%	0.0%	0.0%	2	0
BA Office of the Chief Financial Officer		60.0%	26.7%	13.3%	2	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		66.7%	33.3%	0.0%	1	1
EA Engineering and Test Directorate		63.0%	18.5%	18.5%	2	0
IA Office of External Affairs		42.9%	28.6%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		27.3%	45.5%	27.3%	2	0
QA Office of Safety and Mission Assurance		55.6%	33.3%	11.1%	1	0
RA Center Operations Directorate		60.9%	39.1%	0.0%	2	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		57.5%	31.5%	11.0%	4	0
Female		66.7%	22.9%	10.4%	9	1
White		67.0%	28.6%	4.4%	12	0
Non-white		40.6%	31.3%	28.1%	1	2
Supervisor		81.5%	14.8%	3.7%	0	1
Non-supervisor		54.2%	33.3%	12.5%	13	1
Worked at NASA 10 years or less		61.1%	29.6%	9.3%	10	1
Worked at NASA 11 years or more		59.4%	29.0%	11.6%	3	1
Younger than 40 years old		70.4%	14.8%	14.8%	2	1
40 years old or older		56.8%	33.7%	9.5%	11	1

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B1: NASA Leadership—Supervisors and Managers

### 5. Generally, supervisors and managers in my current branch, division, or directorate investigate reports of unfair treatment.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>5,614</b>	<b>69.4%</b>	<b>19.7%</b>	<b>10.8%</b>	<b>1,521</b>	<b>148</b>
<b>SSC</b>	<b>116</b>	<b>75.0%</b>	<b>19.8%</b>	<b>5.2%</b>	<b>21</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	1	0
BA Office of the Chief Financial Officer		78.6%	14.3%	7.1%	3	0
CA Office of the Chief Counsel		--	--	--	1	0
DA Office of Procurement		61.5%	38.5%	0.0%	1	0
EA Engineering and Test Directorate		73.9%	17.4%	8.7%	6	0
IA Office of External Affairs		57.1%	28.6%	14.3%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		63.6%	36.4%	0.0%	2	0
QA Office of Safety and Mission Assurance		87.5%	0.0%	12.5%	2	0
RA Center Operations Directorate		69.6%	26.1%	4.3%	2	0
TA Rocket Propulsion Test Program Office		--	--	--	2	1
Male		76.6%	20.3%	3.1%	13	0
Female		74.0%	18.0%	8.0%	8	0
White		84.7%	9.4%	5.9%	18	0
Non-white		48.4%	48.4%	3.2%	3	1
Supervisor		96.2%	3.8%	0.0%	1	1
Non-supervisor		68.9%	24.4%	6.7%	20	0
Worked at NASA 10 years or less		73.6%	22.6%	3.8%	12	0
Worked at NASA 11 years or more		76.2%	17.5%	6.3%	9	1
Younger than 40 years old		78.3%	21.7%	0.0%	6	1
40 years old or older		73.9%	19.6%	6.5%	15	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B1: NASA Leadership—Supervisors and Managers

6. *Generally, supervisors and managers in my current branch, division, or directorate help employees of different cultures to interact effectively in the workplace.*

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,517</b>	<b>55.8%</b>	<b>31.8%</b>	<b>12.4%</b>	<b>657</b>	<b>95</b>
<b>SSC</b>	<b>126</b>	<b>60.3%</b>	<b>31.7%</b>	<b>7.9%</b>	<b>10</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	1	0
BA Office of the Chief Financial Officer		73.3%	20.0%	6.7%	1	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		78.6%	21.4%	0.0%	0	0
EA Engineering and Test Directorate		50.0%	38.5%	11.5%	3	0
IA Office of External Affairs		42.9%	28.6%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		16.7%	58.3%	25.0%	1	0
QA Office of Safety and Mission Assurance		55.6%	44.4%	0.0%	1	0
RA Center Operations Directorate		56.5%	39.1%	4.3%	2	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		54.1%	37.8%	8.1%	3	0
Female		70.6%	21.6%	7.8%	6	0
White		67.0%	27.7%	5.3%	8	0
Non-white		40.6%	43.8%	15.6%	2	1
Supervisor		73.1%	23.1%	3.8%	0	1
Non-supervisor		57.0%	34.0%	9.0%	10	0
Worked at NASA 10 years or less		69.5%	27.1%	3.4%	6	0
Worked at NASA 11 years or more		52.2%	35.8%	11.9%	4	1
Younger than 40 years old		77.8%	18.5%	3.7%	2	1
40 years old or older		55.1%	35.7%	9.2%	8	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B1: NASA Leadership—Supervisors and Managers

7. *Generally, supervisors and managers in my current branch, division, or directorate are held accountable for ensuring that employees are treated fairly.*

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,518</b>	<b>68.3%</b>	<b>16.3%</b>	<b>15.3%</b>	<b>727</b>	<b>27</b>
<b>SSC</b>	<b>127</b>	<b>73.2%</b>	<b>15.7%</b>	<b>11.0%</b>	<b>10</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		80.0%	13.3%	6.7%	2	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		71.4%	28.6%	0.0%	0	0
EA Engineering and Test Directorate		74.1%	14.8%	11.1%	2	0
IA Office of External Affairs		57.1%	14.3%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		40.0%	20.0%	40.0%	3	0
QA Office of Safety and Mission Assurance		87.5%	0.0%	12.5%	2	0
RA Center Operations Directorate		62.5%	25.0%	12.5%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		72.9%	12.9%	14.3%	7	0
Female		75.0%	17.9%	7.1%	2	0
White		81.1%	10.5%	8.4%	8	0
Non-white		50.0%	31.3%	18.8%	2	1
Supervisor		92.6%	3.7%	3.7%	0	1
Non-supervisor		68.0%	19.0%	13.0%	10	0
Worked at NASA 10 years or less		76.3%	15.3%	8.5%	6	0
Worked at NASA 11 years or more		70.6%	16.2%	13.2%	4	1
Younger than 40 years old		85.2%	11.1%	3.7%	2	1
40 years old or older		69.7%	17.2%	13.1%	8	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B1: NASA Leadership—Supervisors and Managers

8. *Generally, supervisors and managers in my current branch, division, or directorate encourage employees to work with coworkers having different diversity characteristics.*

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,749</b>	<b>59.5%</b>	<b>29.4%</b>	<b>11.1%</b>	<b>430</b>	<b>83</b>
<b>SSC</b>	<b>127</b>	<b>64.6%</b>	<b>25.2%</b>	<b>10.2%</b>	<b>8</b>	<b>3</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		75.0%	18.8%	6.3%	1	0
CA Office of the Chief Counsel		--	--	--	0	1
DA Office of Procurement		75.0%	25.0%	0.0%	1	1
EA Engineering and Test Directorate		59.3%	22.2%	18.5%	2	0
IA Office of External Affairs		42.9%	14.3%	42.9%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		33.3%	50.0%	16.7%	1	0
QA Office of Safety and Mission Assurance		55.6%	33.3%	11.1%	1	0
RA Center Operations Directorate		69.6%	30.4%	0.0%	2	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		61.3%	29.3%	9.3%	2	0
Female		70.6%	17.6%	11.8%	5	2
White		71.6%	22.1%	6.3%	7	1
Non-white		43.8%	34.4%	21.9%	1	2
Supervisor		85.2%	11.1%	3.7%	0	1
Non-supervisor		59.0%	29.0%	12.0%	8	2
Worked at NASA 10 years or less		71.9%	21.1%	7.0%	6	2
Worked at NASA 11 years or more		58.6%	28.6%	12.9%	2	1
Younger than 40 years old		75.0%	14.3%	10.7%	0	2
40 years old or older		61.2%	28.6%	10.2%	8	1

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B1: NASA Leadership—Supervisors and Managers

9a. Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,609</b>	<b>63.0%</b>	<b>26.4%</b>	<b>10.6%</b>	<b>552</b>	<b>96</b>
<b>SSC</b>	<b>130</b>	<b>73.8%</b>	<b>19.2%</b>	<b>6.9%</b>	<b>7</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		68.8%	31.3%	0.0%	1	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		78.6%	14.3%	7.1%	0	0
EA Engineering and Test Directorate		73.1%	15.4%	11.5%	3	0
IA Office of External Affairs		57.1%	28.6%	14.3%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		72.7%	18.2%	9.1%	2	0
QA Office of Safety and Mission Assurance		40.0%	40.0%	20.0%	0	0
RA Center Operations Directorate		75.0%	20.8%	4.2%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		72.6%	20.5%	6.8%	4	0
Female		76.8%	16.1%	7.1%	2	0
White		78.4%	15.5%	6.2%	6	0
Non-white		60.6%	30.3%	9.1%	1	1
Supervisor		81.5%	11.1%	7.4%	0	1
Non-supervisor		71.8%	21.4%	6.8%	7	0
Worked at NASA 10 years or less		79.0%	14.5%	6.5%	3	0
Worked at NASA 11 years or more		69.1%	23.5%	7.4%	4	1
Younger than 40 years old		86.2%	10.3%	3.4%	0	1
40 years old or older		70.0%	22.0%	8.0%	7	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B1: NASA Leadership—Supervisors and Managers

9b. Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics: Differences in cultural characteristics, such as religion, ethnic background, or life experiences.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,568</b>	<b>61.0%</b>	<b>28.4%</b>	<b>10.6%</b>	<b>599</b>	<b>94</b>
<b>SSC</b>	<b>130</b>	<b>67.7%</b>	<b>24.6%</b>	<b>7.7%</b>	<b>7</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		64.7%	23.5%	11.8%	0	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		76.9%	23.1%	0.0%	1	0
EA Engineering and Test Directorate		59.3%	33.3%	7.4%	2	0
IA Office of External Affairs		57.1%	28.6%	14.3%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		60.0%	30.0%	10.0%	3	0
QA Office of Safety and Mission Assurance		30.0%	50.0%	20.0%	0	0
RA Center Operations Directorate		75.0%	20.8%	4.2%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		63.9%	27.8%	8.3%	5	0
Female		73.2%	19.6%	7.1%	2	0
White		75.0%	19.8%	5.2%	7	0
Non-white		47.1%	38.2%	14.7%	0	1
Supervisor		76.9%	15.4%	7.7%	1	1
Non-supervisor		65.4%	26.9%	7.7%	6	0
Worked at NASA 10 years or less		70.5%	23.0%	6.6%	4	0
Worked at NASA 11 years or more		65.2%	26.1%	8.7%	3	1
Younger than 40 years old		75.9%	20.7%	3.4%	0	1
40 years old or older		65.0%	26.0%	9.0%	7	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.



## SECTION B1: NASA Leadership—Supervisors and Managers

9c. Generally, supervisors and managers in my current branch, division, or directorate value the following diverse characteristics:  
Differences in the way people approach problems.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,956</b>	<b>71.5%</b>	<b>16.2%</b>	<b>12.3%</b>	<b>274</b>	<b>33</b>
<b>SSC</b>	<b>134</b>	<b>69.4%</b>	<b>16.4%</b>	<b>14.2%</b>	<b>3</b>	<b>1</b>
AA Office of the Director		87.5%	12.5%	0.0%	0	0
BA Office of the Chief Financial Officer		64.7%	17.6%	17.6%	0	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		78.6%	14.3%	7.1%	0	0
EA Engineering and Test Directorate		57.1%	21.4%	21.4%	1	0
IA Office of External Affairs		85.7%	14.3%	0.0%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		58.3%	8.3%	33.3%	1	0
QA Office of Safety and Mission Assurance		20.0%	50.0%	30.0%	0	0
RA Center Operations Directorate		79.2%	12.5%	8.3%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		65.3%	20.0%	14.7%	2	0
Female		73.7%	12.3%	14.0%	1	0
White		74.0%	13.0%	13.0%	3	0
Non-white		55.9%	26.5%	17.6%	0	1
Supervisor		77.8%	22.2%	0.0%	0	1
Non-supervisor		67.3%	15.0%	17.8%	3	0
Worked at NASA 10 years or less		62.5%	21.9%	15.6%	1	0
Worked at NASA 11 years or more		75.7%	11.4%	12.9%	2	1
Younger than 40 years old		69.0%	24.1%	6.9%	0	1
40 years old or older		69.2%	14.4%	16.3%	3	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

1. *Generally, the senior leaders and center leadership at my center encourage employees to speak up when they disagree with what is being said.*

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,576</b>	<b>67.6%</b>	<b>15.7%</b>	<b>16.7%</b>	<b>443</b>	<b>21</b>
<b>SSC</b>	<b>131</b>	<b>74.8%</b>	<b>13.7%</b>	<b>11.5%</b>	<b>5</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		80.0%	13.3%	6.7%	1	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		84.6%	15.4%	0.0%	1	0
EA Engineering and Test Directorate		71.4%	10.7%	17.9%	1	0
IA Office of External Affairs		57.1%	14.3%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		33.3%	25.0%	41.7%	1	0
QA Office of Safety and Mission Assurance		60.0%	30.0%	10.0%	0	0
RA Center Operations Directorate		87.5%	8.3%	4.2%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		69.7%	13.2%	17.1%	1	0
Female		81.1%	15.1%	3.8%	4	0
White		76.5%	14.3%	9.2%	5	0
Non-white		69.7%	12.1%	18.2%	0	1
Supervisor		85.2%	7.4%	7.4%	0	1
Non-supervisor		72.1%	15.4%	12.5%	5	0
Worked at NASA 10 years or less		76.7%	13.3%	10.0%	4	0
Worked at NASA 11 years or more		73.2%	14.1%	12.7%	1	1
Younger than 40 years old		89.7%	10.3%	0.0%	0	1
40 years old or older		70.3%	14.9%	14.9%	5	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

2. Generally, the senior leaders and center leadership at my center value having employees with diverse views.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,434</b>	<b>70.2%</b>	<b>17.3%</b>	<b>12.5%</b>	<b>578</b>	<b>26</b>
<b>SSC</b>	<b>129</b>	<b>75.2%</b>	<b>16.3%</b>	<b>8.5%</b>	<b>8</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		85.7%	7.1%	7.1%	3	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		78.6%	21.4%	0.0%	0	0
EA Engineering and Test Directorate		69.2%	19.2%	11.5%	3	0
IA Office of External Affairs		71.4%	0.0%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		50.0%	25.0%	25.0%	1	0
QA Office of Safety and Mission Assurance		50.0%	50.0%	0.0%	0	0
RA Center Operations Directorate		79.2%	12.5%	8.3%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		70.7%	17.3%	12.0%	2	0
Female		81.1%	15.1%	3.8%	5	0
White		79.4%	12.4%	8.2%	6	0
Non-white		62.5%	28.1%	9.4%	2	1
Supervisor		85.2%	7.4%	7.4%	0	1
Non-supervisor		72.5%	18.6%	8.8%	8	0
Worked at NASA 10 years or less		73.3%	23.3%	3.3%	5	0
Worked at NASA 11 years or more		76.8%	10.1%	13.0%	3	1
Younger than 40 years old		89.3%	10.7%	0.0%	1	1
40 years old or older		71.0%	18.0%	11.0%	7	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

3. *Generally, the senior leaders and center leadership at my center help employees to recognize biases that foster workplace discrimination or exclusion.*

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>5,957</b>	<b>56.5%</b>	<b>30.1%</b>	<b>13.4%</b>	<b>1,008</b>	<b>50</b>
<b>SSC</b>	<b>121</b>	<b>66.9%</b>	<b>27.3%</b>	<b>5.8%</b>	<b>15</b>	<b>1</b>
AA Office of the Director		87.5%	12.5%	0.0%	0	0
BA Office of the Chief Financial Officer		66.7%	33.3%	0.0%	2	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		85.7%	14.3%	0.0%	0	0
EA Engineering and Test Directorate		55.0%	35.0%	10.0%	9	0
IA Office of External Affairs		50.0%	16.7%	33.3%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		45.5%	36.4%	18.2%	2	0
QA Office of Safety and Mission Assurance		55.6%	44.4%	0.0%	1	0
RA Center Operations Directorate		58.3%	37.5%	4.2%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		66.2%	26.5%	7.4%	9	0
Female		70.6%	25.5%	3.9%	6	0
White		74.2%	20.2%	5.6%	13	0
Non-white		46.9%	46.9%	6.3%	2	1
Supervisor		81.5%	14.8%	3.7%	0	1
Non-supervisor		62.8%	30.9%	6.4%	15	0
Worked at NASA 10 years or less		67.9%	30.4%	1.8%	9	0
Worked at NASA 11 years or more		66.2%	24.6%	9.2%	6	1
Younger than 40 years old		76.9%	23.1%	0.0%	2	1
40 years old or older		63.8%	28.7%	7.4%	13	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

4. Generally, the senior leaders and center leadership at my center assign employees with different diversity characteristics to work together.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>5,706</b>	<b>58.4%</b>	<b>31.5%</b>	<b>10.1%</b>	<b>1,241</b>	<b>82</b>
<b>SSC</b>	<b>114</b>	<b>60.5%</b>	<b>33.3%</b>	<b>6.1%</b>	<b>23</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	1	0
BA Office of the Chief Financial Officer		61.5%	38.5%	0.0%	4	0
CA Office of the Chief Counsel		--	--	--	1	0
DA Office of Procurement		58.3%	41.7%	0.0%	2	0
EA Engineering and Test Directorate		57.1%	28.6%	14.3%	8	0
IA Office of External Affairs		42.9%	42.9%	14.3%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		40.0%	50.0%	10.0%	3	0
QA Office of Safety and Mission Assurance		37.5%	50.0%	12.5%	2	0
RA Center Operations Directorate		66.7%	29.2%	4.2%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		58.2%	35.8%	6.0%	10	0
Female		65.2%	28.3%	6.5%	12	0
White		69.9%	26.5%	3.6%	20	0
Non-white		35.5%	51.6%	12.9%	3	1
Supervisor		84.6%	11.5%	3.8%	1	1
Non-supervisor		53.4%	39.8%	6.8%	22	0
Worked at NASA 10 years or less		58.3%	35.4%	6.3%	17	0
Worked at NASA 11 years or more		62.1%	31.8%	6.1%	6	1
Younger than 40 years old		65.2%	30.4%	4.3%	6	1
40 years old or older		58.9%	34.4%	6.7%	17	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

### 5. Generally, the senior leaders and center leadership at my center investigate reports of unfair treatment.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>5,357</b>	<b>72.5%</b>	<b>18.1%</b>	<b>9.4%</b>	<b>1,605</b>	<b>71</b>
<b>SSC</b>	<b>112</b>	<b>80.4%</b>	<b>15.2%</b>	<b>4.5%</b>	<b>25</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		91.7%	8.3%	0.0%	5	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		75.0%	25.0%	0.0%	2	0
EA Engineering and Test Directorate		71.4%	19.0%	9.5%	8	0
IA Office of External Affairs		71.4%	14.3%	14.3%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		90.0%	10.0%	0.0%	3	0
QA Office of Safety and Mission Assurance		71.4%	14.3%	14.3%	3	0
RA Center Operations Directorate		69.6%	26.1%	4.3%	2	0
TA Rocket Propulsion Test Program Office		--	--	--	2	1
Male		77.4%	19.4%	3.2%	15	0
Female		83.3%	10.4%	6.3%	10	0
White		85.5%	8.4%	6.0%	20	0
Non-white		65.5%	34.5%	0.0%	5	1
Supervisor		96.2%	3.8%	0.0%	1	1
Non-supervisor		75.6%	18.6%	5.8%	24	0
Worked at NASA 10 years or less		76.0%	20.0%	4.0%	15	0
Worked at NASA 11 years or more		83.9%	11.3%	4.8%	10	1
Younger than 40 years old		91.3%	8.7%	0.0%	6	1
40 years old or older		77.3%	17.0%	5.7%	19	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

6. *Generally, the senior leaders and center leadership at my center help employees of different cultures to interact effectively in the workplace.*

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>5,794</b>	<b>58.0%</b>	<b>31.2%</b>	<b>10.8%</b>	<b>1,169</b>	<b>52</b>
<b>SSC</b>	<b>121</b>	<b>64.5%</b>	<b>30.6%</b>	<b>5.0%</b>	<b>14</b>	<b>2</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		71.4%	28.6%	0.0%	2	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		69.2%	30.8%	0.0%	1	0
EA Engineering and Test Directorate		54.5%	36.4%	9.1%	6	1
IA Office of External Affairs		57.1%	14.3%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		36.4%	45.5%	18.2%	2	0
QA Office of Safety and Mission Assurance		44.4%	55.6%	0.0%	1	0
RA Center Operations Directorate		66.7%	33.3%	0.0%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		63.4%	29.6%	7.0%	5	1
Female		67.3%	30.6%	2.0%	8	0
White		73.3%	22.2%	4.4%	12	1
Non-white		38.7%	54.8%	6.5%	2	1
Supervisor		81.5%	14.8%	3.7%	0	1
Non-supervisor		59.6%	35.1%	5.3%	14	1
Worked at NASA 10 years or less		68.5%	29.6%	1.9%	9	1
Worked at NASA 11 years or more		61.2%	31.3%	7.5%	5	1
Younger than 40 years old		74.1%	25.9%	0.0%	2	1
40 years old or older		61.3%	32.3%	6.5%	12	1

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

7. Generally, the senior leaders and center leadership at my center are held accountable for ensuring that employees are treated fairly.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>5,871</b>	<b>68.3%</b>	<b>17.7%</b>	<b>14.0%</b>	<b>1,114</b>	<b>37</b>
<b>SSC</b>	<b>123</b>	<b>78.0%</b>	<b>13.0%</b>	<b>8.9%</b>	<b>14</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		86.7%	13.3%	0.0%	2	0
CA Office of the Chief Counsel		--	--	--	1	0
DA Office of Procurement		83.3%	16.7%	0.0%	2	0
EA Engineering and Test Directorate		79.2%	12.5%	8.3%	5	0
IA Office of External Affairs		71.4%	0.0%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		45.5%	18.2%	36.4%	2	0
QA Office of Safety and Mission Assurance		66.7%	22.2%	11.1%	1	0
RA Center Operations Directorate		75.0%	16.7%	8.3%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		73.9%	14.5%	11.6%	8	0
Female		84.6%	9.6%	5.8%	6	0
White		79.3%	12.0%	8.7%	11	0
Non-white		74.2%	16.1%	9.7%	3	1
Supervisor		88.9%	7.4%	3.7%	0	1
Non-supervisor		75.0%	14.6%	10.4%	14	0
Worked at NASA 10 years or less		79.6%	14.8%	5.6%	11	0
Worked at NASA 11 years or more		76.8%	11.6%	11.6%	3	1
Younger than 40 years old		100.0%	0.0%	0.0%	5	1
40 years old or older		72.4%	16.3%	11.2%	9	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.



## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

8. *Generally, the senior leaders and center leadership at my center encourage employees to work with coworkers having different diversity characteristics.*

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>5,976</b>	<b>63.6%</b>	<b>27.4%</b>	<b>9.0%</b>	<b>985</b>	<b>56</b>
<b>SSC</b>	<b>120</b>	<b>66.7%</b>	<b>28.3%</b>	<b>5.0%</b>	<b>17</b>	<b>1</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		80.0%	20.0%	0.0%	2	0
CA Office of the Chief Counsel		--	--	--	1	0
DA Office of Procurement		71.4%	28.6%	0.0%	0	0
EA Engineering and Test Directorate		62.5%	29.2%	8.3%	5	0
IA Office of External Affairs		42.9%	28.6%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		30.0%	60.0%	10.0%	3	0
QA Office of Safety and Mission Assurance		66.7%	33.3%	0.0%	4	0
RA Center Operations Directorate		66.7%	29.2%	4.2%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		64.3%	30.0%	5.7%	7	0
Female		71.4%	24.5%	4.1%	9	0
White		73.9%	21.6%	4.5%	15	0
Non-white		46.9%	46.9%	6.3%	2	1
Supervisor		84.6%	11.5%	3.8%	1	1
Non-supervisor		61.7%	33.0%	5.3%	16	0
Worked at NASA 10 years or less		68.5%	29.6%	1.9%	11	0
Worked at NASA 11 years or more		65.2%	27.3%	7.6%	6	1
Younger than 40 years old		79.2%	20.8%	0.0%	5	1
40 years old or older		63.2%	30.5%	6.3%	12	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

9a. Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,007</b>	<b>66.3%</b>	<b>24.9%</b>	<b>8.9%</b>	<b>926</b>	<b>89</b>
<b>SSC</b>	<b>124</b>	<b>74.2%</b>	<b>19.4%</b>	<b>6.5%</b>	<b>12</b>	<b>2</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		81.3%	18.8%	0.0%	1	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		76.9%	23.1%	0.0%	1	0
EA Engineering and Test Directorate		62.5%	25.0%	12.5%	4	1
IA Office of External Affairs		42.9%	42.9%	14.3%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		63.6%	27.3%	9.1%	2	0
QA Office of Safety and Mission Assurance		50.0%	25.0%	25.0%	2	0
RA Center Operations Directorate		82.6%	13.0%	4.3%	2	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		71.8%	21.1%	7.0%	5	1
Female		78.8%	15.4%	5.8%	6	0
White		81.5%	14.1%	4.3%	10	1
Non-white		53.1%	34.4%	12.5%	2	1
Supervisor		80.8%	11.5%	7.7%	1	1
Non-supervisor		72.4%	21.4%	6.1%	11	1
Worked at NASA 10 years or less		75.0%	19.6%	5.4%	8	1
Worked at NASA 11 years or more		73.5%	19.1%	7.4%	4	1
Younger than 40 years old		85.2%	11.1%	3.7%	2	1
40 years old or older		70.8%	21.9%	7.3%	10	1

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

9b. Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in cultural characteristics, such as religion, ethnic background, or life experiences.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>5,953</b>	<b>64.3%</b>	<b>26.9%</b>	<b>8.9%</b>	<b>983</b>	<b>84</b>
<b>SSC</b>	<b>123</b>	<b>70.7%</b>	<b>22.0%</b>	<b>7.3%</b>	<b>13</b>	<b>2</b>
AA Office of the Director		100.0%	0.0%	0.0%	0	0
BA Office of the Chief Financial Officer		81.3%	12.5%	6.3%	1	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		76.9%	23.1%	0.0%	1	0
EA Engineering and Test Directorate		65.2%	26.1%	8.7%	5	1
IA Office of External Affairs		42.9%	28.6%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		54.5%	36.4%	9.1%	2	0
QA Office of Safety and Mission Assurance		50.0%	25.0%	25.0%	2	0
RA Center Operations Directorate		69.6%	26.1%	4.3%	2	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		66.7%	24.6%	8.7%	7	1
Female		76.9%	17.3%	5.8%	6	0
White		77.8%	16.7%	5.6%	12	1
Non-white		51.5%	36.4%	12.1%	1	1
Supervisor		84.6%	7.7%	7.7%	1	1
Non-supervisor		67.0%	25.8%	7.2%	12	1
Worked at NASA 10 years or less		74.5%	20.0%	5.5%	9	1
Worked at NASA 11 years or more		67.6%	23.5%	8.8%	4	1
Younger than 40 years old		85.2%	11.1%	3.7%	2	1
40 years old or older		66.3%	25.3%	8.4%	11	1

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION B2: NASA Leadership—Senior Leaders and Center Leadership

9c. Generally, the senior leaders and center leadership at my center value the following diverse characteristics: differences in the way people approach problems.

	N	Positive	Neutral	Negative	Don't Know	Does Not Apply
<b>NASA Agencywide</b>	<b>6,238</b>	<b>70.1%</b>	<b>19.0%</b>	<b>10.8%</b>	<b>745</b>	<b>36</b>
<b>SSC</b>	<b>125</b>	<b>72.8%</b>	<b>18.4%</b>	<b>8.8%</b>	<b>12</b>	<b>1</b>
AA Office of the Director		87.5%	12.5%	0.0%	0	0
BA Office of the Chief Financial Officer		86.7%	13.3%	0.0%	2	0
CA Office of the Chief Counsel		--	--	--	0	0
DA Office of Procurement		76.9%	23.1%	0.0%	1	0
EA Engineering and Test Directorate		62.5%	25.0%	12.5%	5	0
IA Office of External Affairs		57.1%	14.3%	28.6%	0	0
LA Office of Human Capital		--	--	--	0	0
PA Project Directorate		50.0%	25.0%	25.0%	1	0
QA Office of Safety and Mission Assurance		50.0%	37.5%	12.5%	2	0
RA Center Operations Directorate		75.0%	16.7%	8.3%	1	0
TA Rocket Propulsion Test Program Office		--	--	--	0	1
Male		68.1%	20.8%	11.1%	5	0
Female		78.4%	15.7%	5.9%	7	0
White		78.3%	12.0%	9.8%	11	0
Non-white		57.6%	36.4%	6.1%	1	1
Supervisor		84.6%	15.4%	0.0%	1	1
Non-supervisor		69.7%	19.2%	11.1%	11	0
Worked at NASA 10 years or less		70.2%	22.8%	7.0%	8	0
Worked at NASA 11 years or more		75.0%	14.7%	10.3%	4	1
Younger than 40 years old		74.1%	25.9%	0.0%	2	1
40 years old or older		72.2%	16.5%	11.3%	10	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

1. In the past 12 months I received the information I needed to work well with others.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,870</b>	<b>68.4%</b>	<b>21.3%</b>	<b>10.3%</b>
<b>SSC</b>	<b>135</b>	<b>77.0%</b>	<b>20.7%</b>	<b>2.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		88.2%	11.8%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		76.9%	23.1%	0.0%
EA Engineering and Test Directorate		72.4%	24.1%	3.4%
IA Office of External Affairs		71.4%	14.3%	14.3%
LA Office of Human Capital		--	--	--
PA Project Directorate		50.0%	50.0%	0.0%
QA Office of Safety and Mission Assurance		70.0%	30.0%	0.0%
RA Center Operations Directorate		80.0%	16.0%	4.0%
TA Rocket Propulsion Test Program Office		66.7%	33.3%	0.0%
Male		71.1%	27.6%	1.3%
Female		85.7%	10.7%	3.6%
White		82.0%	16.0%	2.0%
Non-white		62.9%	34.3%	2.9%
Supervisor		88.9%	11.1%	0.0%
Non-supervisor		74.1%	23.1%	2.8%
Worked at NASA 10 years or less		81.3%	15.6%	3.1%
Worked at NASA 11 years or more		73.2%	25.4%	1.4%
Younger than 40 years old		82.8%	17.2%	0.0%
40 years old or older		75.2%	21.9%	2.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

### 2. In the past 12 months my contributions and achievements at NASA were recognized.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,876</b>	<b>73.9%</b>	<b>12.8%</b>	<b>13.3%</b>
<b>SSC</b>	<b>137</b>	<b>71.5%</b>	<b>16.1%</b>	<b>12.4%</b>
AA Office of the Director		87.5%	12.5%	0.0%
BA Office of the Chief Financial Officer		76.5%	17.6%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		78.6%	14.3%	7.1%
EA Engineering and Test Directorate		69.0%	20.7%	10.3%
IA Office of External Affairs		57.1%	0.0%	42.9%
LA Office of Human Capital		--	--	--
PA Project Directorate		75.0%	0.0%	25.0%
QA Office of Safety and Mission Assurance		40.0%	50.0%	10.0%
RA Center Operations Directorate		72.0%	12.0%	16.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		68.4%	14.5%	17.1%
Female		75.9%	17.2%	6.9%
White		71.6%	14.7%	13.7%
Non-white		71.4%	20.0%	8.6%
Supervisor		82.1%	14.3%	3.6%
Non-supervisor		68.8%	16.5%	14.7%
Worked at NASA 10 years or less		64.6%	24.6%	10.8%
Worked at NASA 11 years or more		77.8%	8.3%	13.9%
Younger than 40 years old		70.0%	26.7%	3.3%
40 years old or older		71.7%	13.2%	15.1%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

### 3. In the past 12 months I felt pressured to change things about myself in order to fit in at NASA.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,879</b>	<b>60.5%</b>	<b>18.2%</b>	<b>21.3%</b>
<b>SSC</b>	<b>136</b>	<b>61.8%</b>	<b>19.1%</b>	<b>19.1%</b>
AA Office of the Director		75.0%	0.0%	25.0%
BA Office of the Chief Financial Officer		68.8%	31.3%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		71.4%	7.1%	21.4%
EA Engineering and Test Directorate		55.2%	20.7%	24.1%
IA Office of External Affairs		57.1%	0.0%	42.9%
LA Office of Human Capital		--	--	--
PA Project Directorate		50.0%	25.0%	25.0%
QA Office of Safety and Mission Assurance		40.0%	30.0%	30.0%
RA Center Operations Directorate		64.0%	20.0%	16.0%
TA Rocket Propulsion Test Program Office		66.7%	33.3%	0.0%
Male		56.6%	18.4%	25.0%
Female		70.2%	17.5%	12.3%
White		66.3%	17.8%	15.8%
Non-white		48.6%	22.9%	28.6%
Supervisor		74.1%	14.8%	11.1%
Non-supervisor		58.7%	20.2%	21.1%
Worked at NASA 10 years or less		60.0%	15.4%	24.6%
Worked at NASA 11 years or more		63.4%	22.5%	14.1%
Younger than 40 years old		60.0%	16.7%	23.3%
40 years old or older		62.9%	19.0%	18.1%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

### 4. In the past 12 months NASA provided opportunities for me to advance in my career.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,873</b>	<b>65.0%</b>	<b>17.7%</b>	<b>17.3%</b>
<b>SSC</b>	<b>137</b>	<b>68.6%</b>	<b>17.5%</b>	<b>13.9%</b>
AA Office of the Director		87.5%	12.5%	0.0%
BA Office of the Chief Financial Officer		70.6%	17.6%	11.8%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		85.7%	0.0%	14.3%
EA Engineering and Test Directorate		72.4%	17.2%	10.3%
IA Office of External Affairs		57.1%	28.6%	14.3%
LA Office of Human Capital		--	--	--
PA Project Directorate		50.0%	16.7%	33.3%
QA Office of Safety and Mission Assurance		60.0%	30.0%	10.0%
RA Center Operations Directorate		60.0%	20.0%	20.0%
TA Rocket Propulsion Test Program Office		66.7%	33.3%	0.0%
Male		67.1%	21.1%	11.8%
Female		72.4%	12.1%	15.5%
White		67.6%	15.7%	16.7%
Non-white		71.4%	22.9%	5.7%
Supervisor		82.1%	14.3%	3.6%
Non-supervisor		65.1%	18.3%	16.5%
Worked at NASA 10 years or less		69.2%	21.5%	9.2%
Worked at NASA 11 years or more		68.1%	13.9%	18.1%
Younger than 40 years old		73.3%	26.7%	0.0%
40 years old or older		67.0%	15.1%	17.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.



## SECTION C: Your Personal Work Experiences at NASA

5. *In the past 12 months coworkers typically listened respectfully to my views about work-related matters.*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,872</b>	<b>84.4%</b>	<b>10.0%</b>	<b>5.7%</b>
<b>SSC</b>	<b>137</b>	<b>89.8%</b>	<b>6.6%</b>	<b>3.6%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		82.4%	11.8%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	7.1%	0.0%
EA Engineering and Test Directorate		82.8%	10.3%	6.9%
IA Office of External Affairs		100.0%	0.0%	0.0%
LA Office of Human Capital		--	--	--
PA Project Directorate		91.7%	0.0%	8.3%
QA Office of Safety and Mission Assurance		90.0%	10.0%	0.0%
RA Center Operations Directorate		96.0%	4.0%	0.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		90.8%	5.3%	3.9%
Female		89.7%	6.9%	3.4%
White		89.2%	5.9%	4.9%
Non-white		91.4%	8.6%	0.0%
Supervisor		96.4%	3.6%	0.0%
Non-supervisor		88.1%	7.3%	4.6%
Worked at NASA 10 years or less		90.8%	6.2%	3.1%
Worked at NASA 11 years or more		88.9%	6.9%	4.2%
Younger than 40 years old		93.3%	6.7%	0.0%
40 years old or older		88.7%	6.6%	4.7%

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## SECTION C: Your Personal Work Experiences at NASA

6. *In the past 12 months I was harassed about differences or perceived differences in my personal characteristics.*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,867</b>	<b>79.6%</b>	<b>12.4%</b>	<b>8.0%</b>
<b>SSC</b>	<b>137</b>	<b>84.7%</b>	<b>12.4%</b>	<b>2.9%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		70.6%	29.4%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	7.1%	0.0%
EA Engineering and Test Directorate		79.3%	20.7%	0.0%
IA Office of External Affairs		71.4%	0.0%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		83.3%	8.3%	8.3%
QA Office of Safety and Mission Assurance		90.0%	0.0%	10.0%
RA Center Operations Directorate		92.0%	8.0%	0.0%
TA Rocket Propulsion Test Program Office		66.7%	33.3%	0.0%
Male		80.3%	14.5%	5.3%
Female		91.4%	8.6%	0.0%
White		87.3%	10.8%	2.0%
Non-white		77.1%	17.1%	5.7%
Supervisor		85.7%	14.3%	0.0%
Non-supervisor		84.4%	11.9%	3.7%
Worked at NASA 10 years or less		89.2%	9.2%	1.5%
Worked at NASA 11 years or more		80.6%	15.3%	4.2%
Younger than 40 years old		90.0%	10.0%	0.0%
40 years old or older		83.0%	13.2%	3.8%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

### 7. In the past 12 months I received mentoring to help me grow in my job.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,855</b>	<b>43.8%</b>	<b>27.0%</b>	<b>29.2%</b>
<b>SSC</b>	<b>137</b>	<b>56.2%</b>	<b>18.2%</b>	<b>25.5%</b>
AA Office of the Director		62.5%	25.0%	12.5%
BA Office of the Chief Financial Officer		64.7%	5.9%	29.4%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		50.0%	21.4%	28.6%
EA Engineering and Test Directorate		62.1%	13.8%	24.1%
IA Office of External Affairs		57.1%	14.3%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		16.7%	25.0%	58.3%
QA Office of Safety and Mission Assurance		80.0%	0.0%	20.0%
RA Center Operations Directorate		56.0%	20.0%	24.0%
TA Rocket Propulsion Test Program Office		33.3%	66.7%	0.0%
Male		52.6%	17.1%	30.3%
Female		62.1%	17.2%	20.7%
White		55.9%	16.7%	27.5%
Non-white		57.1%	22.9%	20.0%
Supervisor		53.6%	21.4%	25.0%
Non-supervisor		56.9%	17.4%	25.7%
Worked at NASA 10 years or less		67.7%	13.8%	18.5%
Worked at NASA 11 years or more		45.8%	22.2%	31.9%
Younger than 40 years old		80.0%	16.7%	3.3%
40 years old or older		49.1%	18.9%	32.1%

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## SECTION C: Your Personal Work Experiences at NASA

8. *In the past 12 months I was not encouraged to suggest alternative ways to solve problems.*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,856</b>	<b>62.3%</b>	<b>20.9%</b>	<b>16.8%</b>
<b>SSC</b>	<b>137</b>	<b>70.8%</b>	<b>17.5%</b>	<b>11.7%</b>
AA Office of the Director		75.0%	25.0%	0.0%
BA Office of the Chief Financial Officer		70.6%	29.4%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		85.7%	7.1%	7.1%
EA Engineering and Test Directorate		69.0%	20.7%	10.3%
IA Office of External Affairs		42.9%	0.0%	57.1%
LA Office of Human Capital		--	--	--
PA Project Directorate		50.0%	25.0%	25.0%
QA Office of Safety and Mission Assurance		70.0%	0.0%	30.0%
RA Center Operations Directorate		72.0%	24.0%	4.0%
TA Rocket Propulsion Test Program Office		66.7%	16.7%	16.7%
Male		69.7%	17.1%	13.2%
Female		72.4%	17.2%	10.3%
White		67.6%	18.6%	13.7%
Non-white		80.0%	14.3%	5.7%
Supervisor		82.1%	14.3%	3.6%
Non-supervisor		67.9%	18.3%	13.8%
Worked at NASA 10 years or less		75.4%	13.8%	10.8%
Worked at NASA 11 years or more		66.7%	20.8%	12.5%
Younger than 40 years old		80.0%	13.3%	6.7%
40 years old or older		67.9%	18.9%	13.2%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

9. *In the past 12 months my supervisor or coworkers made assumptions about me that limited my opportunities for professional development.*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,869</b>	<b>61.0%</b>	<b>19.4%</b>	<b>19.6%</b>
<b>SSC</b>	<b>137</b>	<b>69.3%</b>	<b>15.3%</b>	<b>15.3%</b>
AA Office of the Director		75.0%	25.0%	0.0%
BA Office of the Chief Financial Officer		82.4%	5.9%	11.8%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		71.4%	7.1%	21.4%
EA Engineering and Test Directorate		69.0%	20.7%	10.3%
IA Office of External Affairs		42.9%	14.3%	42.9%
LA Office of Human Capital		--	--	--
PA Project Directorate		41.7%	25.0%	33.3%
QA Office of Safety and Mission Assurance		80.0%	20.0%	0.0%
RA Center Operations Directorate		68.0%	8.0%	24.0%
TA Rocket Propulsion Test Program Office		66.7%	33.3%	0.0%
Male		71.1%	14.5%	14.5%
Female		67.2%	15.5%	17.2%
White		74.5%	14.7%	10.8%
Non-white		54.3%	17.1%	28.6%
Supervisor		78.6%	10.7%	10.7%
Non-supervisor		67.0%	16.5%	16.5%
Worked at NASA 10 years or less		69.2%	15.4%	15.4%
Worked at NASA 11 years or more		69.4%	15.3%	15.3%
Younger than 40 years old		73.3%	16.7%	10.0%
40 years old or older		67.9%	15.1%	17.0%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

10a. In the past 12 months I have felt uncomfortable or out of place at work because of my race.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,876</b>	<b>81.1%</b>	<b>9.8%</b>	<b>9.1%</b>
<b>SSC</b>	<b>138</b>	<b>84.8%</b>	<b>9.4%</b>	<b>5.8%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		76.5%	17.6%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		79.3%	13.8%	6.9%
IA Office of External Affairs		71.4%	14.3%	14.3%
LA Office of Human Capital		--	--	--
PA Project Directorate		84.6%	0.0%	15.4%
QA Office of Safety and Mission Assurance		60.0%	20.0%	20.0%
RA Center Operations Directorate		92.0%	8.0%	0.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		81.8%	10.4%	7.8%
Female		91.4%	6.9%	1.7%
White		91.3%	7.8%	1.0%
Non-white		65.7%	14.3%	20.0%
Supervisor		89.3%	3.6%	7.1%
Non-supervisor		83.6%	10.9%	5.5%
Worked at NASA 10 years or less		87.7%	9.2%	3.1%
Worked at NASA 11 years or more		82.2%	9.6%	8.2%
Younger than 40 years old		86.7%	6.7%	6.7%
40 years old or older		84.1%	10.3%	5.6%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

10b. In the past 12 months I have felt uncomfortable or out of place at work because of my ethnicity.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,866</b>	<b>82.4%</b>	<b>10.3%</b>	<b>7.3%</b>
<b>SSC</b>	<b>138</b>	<b>84.8%</b>	<b>9.4%</b>	<b>5.8%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		76.5%	17.6%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		79.3%	13.8%	6.9%
IA Office of External Affairs		57.1%	14.3%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		84.6%	0.0%	15.4%
QA Office of Safety and Mission Assurance		70.0%	20.0%	10.0%
RA Center Operations Directorate		92.0%	8.0%	0.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		81.8%	10.4%	7.8%
Female		91.4%	6.9%	1.7%
White		91.3%	7.8%	1.0%
Non-white		65.7%	14.3%	20.0%
Supervisor		92.9%	3.6%	3.6%
Non-supervisor		82.7%	10.9%	6.4%
Worked at NASA 10 years or less		87.7%	9.2%	3.1%
Worked at NASA 11 years or more		82.2%	9.6%	8.2%
Younger than 40 years old		86.7%	6.7%	6.7%
40 years old or older		84.1%	10.3%	5.6%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

10c. In the past 12 months I have felt uncomfortable or out of place at work because of my culture.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,867</b>	<b>80.9%</b>	<b>10.9%</b>	<b>8.2%</b>
<b>SSC</b>	<b>137</b>	<b>81.0%</b>	<b>10.9%</b>	<b>8.0%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		76.5%	17.6%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	0.0%	7.1%
EA Engineering and Test Directorate		71.4%	17.9%	10.7%
IA Office of External Affairs		42.9%	14.3%	42.9%
LA Office of Human Capital		--	--	--
PA Project Directorate		84.6%	0.0%	15.4%
QA Office of Safety and Mission Assurance		70.0%	30.0%	0.0%
RA Center Operations Directorate		88.0%	8.0%	4.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		77.6%	13.2%	9.2%
Female		87.9%	6.9%	5.2%
White		86.3%	7.8%	5.9%
Non-white		65.7%	20.0%	14.3%
Supervisor		89.3%	3.6%	7.1%
Non-supervisor		78.9%	12.8%	8.3%
Worked at NASA 10 years or less		87.7%	12.3%	0.0%
Worked at NASA 11 years or more		75.0%	9.7%	15.3%
Younger than 40 years old		86.7%	13.3%	0.0%
40 years old or older		79.2%	10.4%	10.4%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.



## SECTION C: Your Personal Work Experiences at NASA

10d. In the past 12 months I have felt uncomfortable or out of place at work because of my life experiences.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,864</b>	<b>76.6%</b>	<b>11.1%</b>	<b>12.4%</b>
<b>SSC</b>	<b>138</b>	<b>74.6%</b>	<b>10.1%</b>	<b>15.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		70.6%	29.4%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		85.7%	0.0%	14.3%
EA Engineering and Test Directorate		69.0%	13.8%	17.2%
IA Office of External Affairs		42.9%	28.6%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		69.2%	0.0%	30.8%
QA Office of Safety and Mission Assurance		70.0%	10.0%	20.0%
RA Center Operations Directorate		80.0%	4.0%	16.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		75.3%	6.5%	18.2%
Female		75.9%	13.8%	10.3%
White		77.7%	7.8%	14.6%
Non-white		65.7%	17.1%	17.1%
Supervisor		82.1%	7.1%	10.7%
Non-supervisor		72.7%	10.9%	16.4%
Worked at NASA 10 years or less		78.5%	6.2%	15.4%
Worked at NASA 11 years or more		71.2%	13.7%	15.1%
Younger than 40 years old		80.0%	13.3%	6.7%
40 years old or older		72.9%	9.3%	17.8%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

10e. In the past 12 months I have felt uncomfortable or out of place at work because of my gender.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,862</b>	<b>77.9%</b>	<b>11.1%</b>	<b>11.0%</b>
<b>SSC</b>	<b>137</b>	<b>83.9%</b>	<b>10.9%</b>	<b>5.1%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		82.4%	11.8%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		84.6%	15.4%	0.0%
EA Engineering and Test Directorate		82.8%	13.8%	3.4%
IA Office of External Affairs		71.4%	28.6%	0.0%
LA Office of Human Capital		--	--	--
PA Project Directorate		76.9%	0.0%	23.1%
QA Office of Safety and Mission Assurance		80.0%	20.0%	0.0%
RA Center Operations Directorate		84.0%	8.0%	8.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		85.7%	10.4%	3.9%
Female		84.2%	10.5%	5.3%
White		86.4%	8.7%	4.9%
Non-white		76.5%	17.6%	5.9%
Supervisor		92.9%	7.1%	0.0%
Non-supervisor		81.7%	11.9%	6.4%
Worked at NASA 10 years or less		85.9%	10.9%	3.1%
Worked at NASA 11 years or more		82.2%	11.0%	6.8%
Younger than 40 years old		93.3%	6.7%	0.0%
40 years old or older		81.1%	12.3%	6.6%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

10f. In the past 12 months I have felt uncomfortable or out of place at work because of my educational background.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,868</b>	<b>78.4%</b>	<b>11.1%</b>	<b>10.5%</b>
<b>SSC</b>	<b>138</b>	<b>78.3%</b>	<b>14.5%</b>	<b>7.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		70.6%	17.6%	11.8%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		75.9%	24.1%	0.0%
IA Office of External Affairs		42.9%	14.3%	42.9%
LA Office of Human Capital		--	--	--
PA Project Directorate		69.2%	15.4%	15.4%
QA Office of Safety and Mission Assurance		80.0%	20.0%	0.0%
RA Center Operations Directorate		88.0%	12.0%	0.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		76.6%	15.6%	7.8%
Female		82.8%	10.3%	6.9%
White		80.6%	12.6%	6.8%
Non-white		71.4%	20.0%	8.6%
Supervisor		92.9%	3.6%	3.6%
Non-supervisor		74.5%	17.3%	8.2%
Worked at NASA 10 years or less		84.6%	13.8%	1.5%
Worked at NASA 11 years or more		72.6%	15.1%	12.3%
Younger than 40 years old		90.0%	10.0%	0.0%
40 years old or older		75.7%	15.0%	9.3%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

10g. In the past 12 months I have felt uncomfortable or out of place at work because of my language.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,864</b>	<b>85.8%</b>	<b>11.1%</b>	<b>3.1%</b>
<b>SSC</b>	<b>138</b>	<b>85.5%</b>	<b>12.3%</b>	<b>2.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		88.2%	11.8%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	0.0%	7.1%
EA Engineering and Test Directorate		79.3%	17.2%	3.4%
IA Office of External Affairs		57.1%	28.6%	14.3%
LA Office of Human Capital		--	--	--
PA Project Directorate		84.6%	15.4%	0.0%
QA Office of Safety and Mission Assurance		80.0%	20.0%	0.0%
RA Center Operations Directorate		88.0%	12.0%	0.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		84.4%	14.3%	1.3%
Female		89.7%	6.9%	3.4%
White		88.3%	9.7%	1.9%
Non-white		77.1%	20.0%	2.9%
Supervisor		89.3%	7.1%	3.6%
Non-supervisor		84.5%	13.6%	1.8%
Worked at NASA 10 years or less		89.2%	9.2%	1.5%
Worked at NASA 11 years or more		82.2%	15.1%	2.7%
Younger than 40 years old		93.3%	6.7%	0.0%
40 years old or older		83.2%	14.0%	2.8%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

10h. In the past 12 months I have felt uncomfortable or out of place at work because of my religion.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,864</b>	<b>81.7%</b>	<b>12.3%</b>	<b>6.0%</b>
<b>SSC</b>	<b>137</b>	<b>81.0%</b>	<b>10.2%</b>	<b>8.8%</b>
AA Office of the Director		85.7%	14.3%	0.0%
BA Office of the Chief Financial Officer		82.4%	11.8%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		72.4%	13.8%	13.8%
IA Office of External Affairs		71.4%	14.3%	14.3%
LA Office of Human Capital		--	--	--
PA Project Directorate		76.9%	7.7%	15.4%
QA Office of Safety and Mission Assurance		70.0%	20.0%	10.0%
RA Center Operations Directorate		88.0%	4.0%	8.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		79.2%	10.4%	10.4%
Female		86.0%	7.0%	7.0%
White		81.4%	8.8%	9.8%
Non-white		80.0%	14.3%	5.7%
Supervisor		85.7%	3.6%	10.7%
Non-supervisor		79.8%	11.9%	8.3%
Worked at NASA 10 years or less		84.6%	9.2%	6.2%
Worked at NASA 11 years or more		77.8%	11.1%	11.1%
Younger than 40 years old		90.0%	6.7%	3.3%
40 years old or older		79.2%	10.4%	10.4%

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## SECTION C: Your Personal Work Experiences at NASA

10i. In the past 12 months I have felt uncomfortable or out of place at work because of my gender identity.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,860</b>	<b>87.0%</b>	<b>11.0%</b>	<b>2.0%</b>
<b>SSC</b>	<b>138</b>	<b>86.2%</b>	<b>13.0%</b>	<b>0.7%</b>
AA Office of the Director		87.5%	12.5%	0.0%
BA Office of the Chief Financial Officer		88.2%	11.8%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	7.1%	0.0%
EA Engineering and Test Directorate		86.2%	13.8%	0.0%
IA Office of External Affairs		85.7%	14.3%	0.0%
LA Office of Human Capital		--	--	--
PA Project Directorate		84.6%	7.7%	7.7%
QA Office of Safety and Mission Assurance		70.0%	30.0%	0.0%
RA Center Operations Directorate		84.0%	16.0%	0.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		87.0%	11.7%	1.3%
Female		87.9%	12.1%	0.0%
White		86.4%	12.6%	1.0%
Non-white		85.7%	14.3%	0.0%
Supervisor		89.3%	10.7%	0.0%
Non-supervisor		85.5%	13.6%	0.9%
Worked at NASA 10 years or less		89.2%	10.8%	0.0%
Worked at NASA 11 years or more		83.6%	15.1%	1.4%
Younger than 40 years old		90.0%	10.0%	0.0%
40 years old or older		85.0%	14.0%	0.9%

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## SECTION C: Your Personal Work Experiences at NASA

10j. In the past 12 months I have felt uncomfortable or out of place at work because of my sexual orientation.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,853</b>	<b>86.4%</b>	<b>11.3%</b>	<b>2.3%</b>
<b>SSC</b>	<b>138</b>	<b>87.7%</b>	<b>11.6%</b>	<b>0.7%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		88.2%	11.8%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		86.2%	13.8%	0.0%
IA Office of External Affairs		85.7%	14.3%	0.0%
LA Office of Human Capital		--	--	--
PA Project Directorate		84.6%	7.7%	7.7%
QA Office of Safety and Mission Assurance		70.0%	30.0%	0.0%
RA Center Operations Directorate		84.0%	16.0%	0.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		87.0%	11.7%	1.3%
Female		91.4%	8.6%	0.0%
White		88.3%	10.7%	1.0%
Non-white		85.7%	14.3%	0.0%
Supervisor		92.9%	7.1%	0.0%
Non-supervisor		86.4%	12.7%	0.9%
Worked at NASA 10 years or less		89.2%	10.8%	0.0%
Worked at NASA 11 years or more		86.3%	12.3%	1.4%
Younger than 40 years old		90.0%	10.0%	0.0%
40 years old or older		86.9%	12.1%	0.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

10k. In the past 12 months I have felt uncomfortable or out of place at work because of my age.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,863</b>	<b>76.2%</b>	<b>11.6%</b>	<b>12.2%</b>
<b>SSC</b>	<b>138</b>	<b>78.3%</b>	<b>12.3%</b>	<b>9.4%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		76.5%	17.6%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		85.7%	0.0%	14.3%
EA Engineering and Test Directorate		69.0%	27.6%	3.4%
IA Office of External Affairs		57.1%	14.3%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		69.2%	0.0%	30.8%
QA Office of Safety and Mission Assurance		60.0%	20.0%	20.0%
RA Center Operations Directorate		88.0%	8.0%	4.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		75.3%	15.6%	9.1%
Female		84.5%	6.9%	8.6%
White		79.6%	11.7%	8.7%
Non-white		74.3%	14.3%	11.4%
Supervisor		85.7%	7.1%	7.1%
Non-supervisor		76.4%	13.6%	10.0%
Worked at NASA 10 years or less		78.5%	13.8%	7.7%
Worked at NASA 11 years or more		78.1%	11.0%	11.0%
Younger than 40 years old		80.0%	13.3%	6.7%
40 years old or older		77.6%	12.1%	10.3%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.



## SECTION C: Your Personal Work Experiences at NASA

10L In the past 12 months I have felt uncomfortable or out of place at work because of my disability.

	N	Positive	Neutral	Negative	Does Not Apply
<b>NASA Agencywide</b>	<b>4,134</b>	<b>79.4%</b>	<b>15.8%</b>	<b>4.8%</b>	<b>2,733</b>
<b>SSC</b>	<b>87</b>	<b>81.6%</b>	<b>16.1%</b>	<b>2.3%</b>	<b>50</b>
AA Office of the Director	--	--	--	--	3
BA Office of the Chief Financial Officer	81.8%	18.2%	0.0%		6
CA Office of the Chief Counsel	--	--	--		2
DA Office of Procurement	88.9%	0.0%	11.1%		5
EA Engineering and Test Directorate	73.7%	26.3%	0.0%		9
IA Office of External Affairs	--	--	--		3
LA Office of Human Capital	--	--	--		0
PA Project Directorate	88.9%	11.1%	0.0%		4
QA Office of Safety and Mission Assurance	66.7%	16.7%	16.7%		4
RA Center Operations Directorate	83.3%	16.7%	0.0%		7
TA Rocket Propulsion Test Program Office	--	--	--		4
Male		82.0%	14.0%	4.0%	26
Female		82.9%	17.1%	0.0%	23
White		81.7%	15.0%	3.3%	42
Non-white		81.5%	18.5%	0.0%	8
Supervisor		100.0%	0.0%	0.0%	11
Non-supervisor		77.1%	20.0%	2.9%	39
Worked at NASA 10 years or less		85.0%	10.0%	5.0%	25
Worked at NASA 11 years or more		78.7%	21.3%	0.0%	25
Younger than 40 years old		93.8%	6.3%	0.0%	14
40 years old or older		78.9%	18.3%	2.8%	35

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

10m. In the past 12 months I have felt uncomfortable or out of place at work because of my family caregiver role.

	N	Positive	Neutral	Negative	Does Not Apply
<b>NASA Agencywide</b>	<b>4,788</b>	<b>78.2%</b>	<b>14.6%</b>	<b>7.3%</b>	<b>2,076</b>
<b>SSC</b>	<b>101</b>	<b>83.2%</b>	<b>13.9%</b>	<b>3.0%</b>	<b>37</b>
AA Office of the Director		100.0%	0.0%	0.0%	2
BA Office of the Chief Financial Officer		84.6%	15.4%	0.0%	4
CA Office of the Chief Counsel		--	--	--	1
DA Office of Procurement		90.9%	9.1%	0.0%	3
EA Engineering and Test Directorate		81.0%	19.0%	0.0%	8
IA Office of External Affairs		--	--	--	2
LA Office of Human Capital		--	--	--	0
PA Project Directorate		80.0%	20.0%	0.0%	3
QA Office of Safety and Mission Assurance		66.7%	16.7%	16.7%	4
RA Center Operations Directorate		85.7%	14.3%	0.0%	4
TA Rocket Propulsion Test Program Office		--	--	--	4
Male		80.0%	16.4%	3.6%	22
Female		88.6%	9.1%	2.3%	14
White		83.6%	13.7%	2.7%	30
Non-white		82.1%	14.3%	3.6%	7
Supervisor		95.0%	0.0%	5.0%	8
Non-supervisor		80.2%	17.3%	2.5%	29
Worked at NASA 10 years or less		86.7%	11.1%	2.2%	20
Worked at NASA 11 years or more		80.4%	16.1%	3.6%	17
Younger than 40 years old		94.7%	0.0%	5.3%	11
40 years old or older		81.5%	16.0%	2.5%	26

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

10n. In the past 12 months I have felt uncomfortable or out of place at work because of my part/flex-time work status.

	N	Positive	Neutral	Negative	Does Not Apply
<b>NASA Agencywide</b>	<b>4,343</b>	<b>76.9%</b>	<b>16.7%</b>	<b>6.4%</b>	<b>2,505</b>
<b>SSC</b>	<b>90</b>	<b>85.6%</b>	<b>11.1%</b>	<b>3.3%</b>	<b>47</b>
AA Office of the Director	--	--	--	--	3
BA Office of the Chief Financial Officer	88.9%	11.1%	0.0%		8
CA Office of the Chief Counsel	--	--	--		2
DA Office of Procurement	80.0%	10.0%	10.0%		3
EA Engineering and Test Directorate	81.3%	18.8%	0.0%		13
IA Office of External Affairs	--	--	--		2
LA Office of Human Capital	--	--	--		0
PA Project Directorate	90.0%	10.0%	0.0%		3
QA Office of Safety and Mission Assurance	85.7%	0.0%	14.3%		3
RA Center Operations Directorate	81.0%	14.3%	4.8%		4
TA Rocket Propulsion Test Program Office	--	--	--		4
Male		86.5%	9.6%	3.8%	25
Female		86.5%	10.8%	2.7%	20
White		85.7%	9.5%	4.8%	39
Non-white		85.2%	14.8%	0.0%	8
Supervisor		100.0%	0.0%	0.0%	11
Non-supervisor		82.4%	13.5%	4.1%	36
Worked at NASA 10 years or less		86.4%	6.8%	6.8%	21
Worked at NASA 11 years or more		84.8%	15.2%	0.0%	26
Younger than 40 years old		94.7%	5.3%	0.0%	11
40 years old or older		82.9%	12.9%	4.3%	36

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

10a. In the past 12 months I have felt uncomfortable or out of place at work because of my other personal characteristics.

	N	Positive	Neutral	Negative	Does Not Apply
<b>NASA Agencywide</b>	<b>5,017</b>	<b>73.4%</b>	<b>15.0%</b>	<b>11.7%</b>	<b>1,789</b>
<b>SSC</b>	<b>103</b>	<b>78.6%</b>	<b>15.5%</b>	<b>5.8%</b>	<b>33</b>
AA Office of the Director		85.7%	14.3%	0.0%	1
BA Office of the Chief Financial Officer		91.7%	8.3%	0.0%	5
CA Office of the Chief Counsel		--	--	--	1
DA Office of Procurement		72.7%	18.2%	9.1%	3
EA Engineering and Test Directorate		66.7%	28.6%	4.8%	8
IA Office of External Affairs		--	--	--	2
LA Office of Human Capital		--	--	--	0
PA Project Directorate		80.0%	10.0%	10.0%	3
QA Office of Safety and Mission Assurance		87.5%	12.5%	0.0%	2
RA Center Operations Directorate		73.7%	21.1%	5.3%	4
TA Rocket Propulsion Test Program Office		--	--	--	2
Male		74.1%	17.2%	8.6%	17
Female		86.0%	11.6%	2.3%	15
White		77.9%	15.6%	6.5%	25
Non-white		80.8%	15.4%	3.8%	8
Supervisor		95.5%	4.5%	0.0%	6
Non-supervisor		74.1%	18.5%	7.4%	27
Worked at NASA 10 years or less		79.2%	14.6%	6.3%	16
Worked at NASA 11 years or more		78.2%	16.4%	5.5%	17
Younger than 40 years old		90.9%	9.1%	0.0%	7
40 years old or older		75.0%	17.5%	7.5%	26

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

11. *In the past 12 months I have felt free to express my opinions about work-related matters.*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,842</b>	<b>70.4%</b>	<b>12.8%</b>	<b>16.8%</b>
<b>SSC</b>	<b>137</b>	<b>73.0%</b>	<b>10.9%</b>	<b>16.1%</b>
AA Office of the Director		62.5%	12.5%	25.0%
BA Office of the Chief Financial Officer		62.5%	25.0%	12.5%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		71.4%	7.1%	21.4%
EA Engineering and Test Directorate		79.3%	13.8%	6.9%
IA Office of External Affairs		57.1%	0.0%	42.9%
LA Office of Human Capital		--	--	--
PA Project Directorate		61.5%	7.7%	30.8%
QA Office of Safety and Mission Assurance		60.0%	20.0%	20.0%
RA Center Operations Directorate		84.0%	4.0%	12.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		75.3%	11.7%	13.0%
Female		70.2%	8.8%	21.1%
White		73.5%	8.8%	17.6%
Non-white		71.4%	17.1%	11.4%
Supervisor		78.6%	14.3%	7.1%
Non-supervisor		71.6%	10.1%	18.3%
Worked at NASA 10 years or less		67.2%	12.5%	20.3%
Worked at NASA 11 years or more		78.1%	9.6%	12.3%
Younger than 40 years old		75.9%	17.2%	6.9%
40 years old or older		72.0%	9.3%	18.7%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

12. *In the past 12 months I have thought of leaving NASA for other employment because NASA does not value employees with varied backgrounds and experiences.*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,865</b>	<b>74.7%</b>	<b>12.0%</b>	<b>13.3%</b>
<b>SSC</b>	<b>138</b>	<b>81.9%</b>	<b>8.7%</b>	<b>9.4%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		82.4%	17.6%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	7.1%	0.0%
EA Engineering and Test Directorate		82.8%	6.9%	10.3%
IA Office of External Affairs		57.1%	0.0%	42.9%
LA Office of Human Capital		--	--	--
PA Project Directorate		61.5%	15.4%	23.1%
QA Office of Safety and Mission Assurance		80.0%	0.0%	20.0%
RA Center Operations Directorate		80.0%	12.0%	8.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		81.8%	5.2%	13.0%
Female		84.5%	10.3%	5.2%
White		84.5%	6.8%	8.7%
Non-white		74.3%	14.3%	11.4%
Supervisor		92.9%	3.6%	3.6%
Non-supervisor		79.1%	10.0%	10.9%
Worked at NASA 10 years or less		81.5%	10.8%	7.7%
Worked at NASA 11 years or more		82.2%	6.8%	11.0%
Younger than 40 years old		83.3%	13.3%	3.3%
40 years old or older		81.3%	7.5%	11.2%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

13. In the past 12 months I was given adequate opportunities to demonstrate my skills.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,873</b>	<b>69.5%</b>	<b>15.7%</b>	<b>14.8%</b>
<b>SSC</b>	<b>138</b>	<b>71.7%</b>	<b>13.8%</b>	<b>14.5%</b>
AA Office of the Director		75.0%	12.5%	12.5%
BA Office of the Chief Financial Officer		70.6%	23.5%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		71.4%	14.3%	14.3%
EA Engineering and Test Directorate		75.9%	6.9%	17.2%
IA Office of External Affairs		42.9%	0.0%	57.1%
LA Office of Human Capital		--	--	--
PA Project Directorate		61.5%	15.4%	23.1%
QA Office of Safety and Mission Assurance		60.0%	30.0%	10.0%
RA Center Operations Directorate		76.0%	12.0%	12.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		76.6%	9.1%	14.3%
Female		67.2%	17.2%	15.5%
White		73.8%	12.6%	13.6%
Non-white		65.7%	17.1%	17.1%
Supervisor		85.7%	14.3%	0.0%
Non-supervisor		68.2%	13.6%	18.2%
Worked at NASA 10 years or less		69.2%	15.4%	15.4%
Worked at NASA 11 years or more		74.0%	12.3%	13.7%
Younger than 40 years old		66.7%	23.3%	10.0%
40 years old or older		72.9%	11.2%	15.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

14. In the past 12 months I felt there would be negative consequences for me if I reported unfair treatment at work.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,872</b>	<b>61.5%</b>	<b>17.2%</b>	<b>21.4%</b>
<b>SSC</b>	<b>137</b>	<b>69.3%</b>	<b>13.9%</b>	<b>16.8%</b>
AA Office of the Director		87.5%	12.5%	0.0%
BA Office of the Chief Financial Officer		62.5%	25.0%	12.5%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		64.3%	7.1%	28.6%
EA Engineering and Test Directorate		72.4%	13.8%	13.8%
IA Office of External Affairs		42.9%	0.0%	57.1%
LA Office of Human Capital		--	--	--
PA Project Directorate		61.5%	23.1%	15.4%
QA Office of Safety and Mission Assurance		70.0%	0.0%	30.0%
RA Center Operations Directorate		68.0%	20.0%	12.0%
TA Rocket Propulsion Test Program Office		66.7%	16.7%	16.7%
Male		71.4%	11.7%	16.9%
Female		68.4%	14.0%	17.5%
White		73.5%	12.7%	13.7%
Non-white		57.1%	17.1%	25.7%
Supervisor		74.1%	18.5%	7.4%
Non-supervisor		68.2%	12.7%	19.1%
Worked at NASA 10 years or less		73.8%	9.2%	16.9%
Worked at NASA 11 years or more		65.3%	18.1%	16.7%
Younger than 40 years old		80.0%	6.7%	13.3%
40 years old or older		66.0%	16.0%	17.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.



## SECTION C: Your Personal Work Experiences at NASA

15. *In the past 12 months I have felt like a valued employee at NASA.*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,876</b>	<b>72.1%</b>	<b>15.9%</b>	<b>12.0%</b>
<b>SSC</b>	<b>138</b>	<b>73.9%</b>	<b>18.8%</b>	<b>7.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		70.6%	23.5%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		78.6%	14.3%	7.1%
EA Engineering and Test Directorate		72.4%	24.1%	3.4%
IA Office of External Affairs		42.9%	28.6%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		69.2%	15.4%	15.4%
QA Office of Safety and Mission Assurance		60.0%	40.0%	0.0%
RA Center Operations Directorate		72.0%	16.0%	12.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		71.4%	22.1%	6.5%
Female		77.6%	13.8%	8.6%
White		77.7%	14.6%	7.8%
Non-white		62.9%	31.4%	5.7%
Supervisor		78.6%	21.4%	0.0%
Non-supervisor		72.7%	18.2%	9.1%
Worked at NASA 10 years or less		70.8%	24.6%	4.6%
Worked at NASA 11 years or more		76.7%	13.7%	9.6%
Younger than 40 years old		73.3%	23.3%	3.3%
40 years old or older		73.8%	17.8%	8.4%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

16. *In the past 12 months I felt that my coworkers didn't accept differences in my personal characteristics.*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,863</b>	<b>74.7%</b>	<b>16.7%</b>	<b>8.6%</b>
<b>SSC</b>	<b>138</b>	<b>77.5%</b>	<b>18.8%</b>	<b>3.6%</b>
AA Office of the Director		87.5%	12.5%	0.0%
BA Office of the Chief Financial Officer		70.6%	23.5%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		85.7%	14.3%	0.0%
EA Engineering and Test Directorate		72.4%	27.6%	0.0%
IA Office of External Affairs		42.9%	42.9%	14.3%
LA Office of Human Capital		--	--	--
PA Project Directorate		76.9%	15.4%	7.7%
QA Office of Safety and Mission Assurance		90.0%	10.0%	0.0%
RA Center Operations Directorate		80.0%	16.0%	4.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		76.6%	18.2%	5.2%
Female		79.3%	19.0%	1.7%
White		82.5%	13.6%	3.9%
Non-white		62.9%	34.3%	2.9%
Supervisor		89.3%	10.7%	0.0%
Non-supervisor		74.5%	20.9%	4.5%
Worked at NASA 10 years or less		83.1%	15.4%	1.5%
Worked at NASA 11 years or more		72.6%	21.9%	5.5%
Younger than 40 years old		80.0%	16.7%	3.3%
40 years old or older		76.6%	19.6%	3.7%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

17. In the past 12 months I have felt that I could recommend NASA as a good place to work.

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,876</b>	<b>78.5%</b>	<b>14.4%</b>	<b>7.0%</b>
<b>SSC</b>	<b>138</b>	<b>84.1%</b>	<b>8.7%</b>	<b>7.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		94.1%	5.9%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		85.7%	7.1%	7.1%
EA Engineering and Test Directorate		82.8%	10.3%	6.9%
IA Office of External Affairs		71.4%	0.0%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		61.5%	15.4%	23.1%
QA Office of Safety and Mission Assurance		80.0%	10.0%	10.0%
RA Center Operations Directorate		88.0%	8.0%	4.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		81.8%	9.1%	9.1%
Female		87.9%	6.9%	5.2%
White		85.4%	8.7%	5.8%
Non-white		80.0%	8.6%	11.4%
Supervisor		92.9%	7.1%	0.0%
Non-supervisor		81.8%	9.1%	9.1%
Worked at NASA 10 years or less		83.1%	10.8%	6.2%
Worked at NASA 11 years or more		84.9%	6.8%	8.2%
Younger than 40 years old		86.7%	6.7%	6.7%
40 years old or older		83.2%	9.3%	7.5%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18a. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your race?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,800</b>	<b>87.9%</b>	<b>8.8%</b>	<b>3.3%</b>
<b>SSC</b>	<b>137</b>	<b>94.2%</b>	<b>3.6%</b>	<b>2.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		100.0%	0.0%	0.0%
CA Office of the Chief Counsel	--	--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		100.0%	0.0%	0.0%
IA Office of External Affairs		71.4%	28.6%	0.0%
LA Office of Human Capital	--	--	--	--
PA Project Directorate		76.9%	15.4%	7.7%
QA Office of Safety and Mission Assurance		90.0%	10.0%	0.0%
RA Center Operations Directorate		95.8%	0.0%	4.2%
TA Rocket Propulsion Test Program Office		83.3%	0.0%	16.7%
Male		93.5%	5.2%	1.3%
Female		98.2%	0.0%	1.8%
White		98.0%	0.0%	2.0%
Non-white		82.9%	14.3%	2.9%
Supervisor		96.4%	0.0%	3.6%
Non-supervisor		93.6%	4.6%	1.8%
Worked at NASA 10 years or less		96.9%	1.5%	1.5%
Worked at NASA 11 years or more		91.7%	5.6%	2.8%
Younger than 40 years old		93.3%	3.3%	3.3%
40 years old or older		94.3%	3.8%	1.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18b. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your ethnicity?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,788</b>	<b>91.1%</b>	<b>6.0%</b>	<b>2.9%</b>
<b>SSC</b>	<b>137</b>	<b>94.9%</b>	<b>2.2%</b>	<b>2.9%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		100.0%	0.0%	0.0%
CA Office of the Chief Counsel	--	--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		100.0%	0.0%	0.0%
IA Office of External Affairs		71.4%	14.3%	14.3%
LA Office of Human Capital	--	--	--	--
PA Project Directorate		84.6%	7.7%	7.7%
QA Office of Safety and Mission Assurance		90.0%	10.0%	0.0%
RA Center Operations Directorate		95.8%	0.0%	4.2%
TA Rocket Propulsion Test Program Office		83.3%	0.0%	16.7%
Male		94.8%	2.6%	2.6%
Female		98.2%	0.0%	1.8%
White		98.0%	0.0%	2.0%
Non-white		85.7%	8.6%	5.7%
Supervisor		96.4%	0.0%	3.6%
Non-supervisor		94.5%	2.8%	2.8%
Worked at NASA 10 years or less		96.9%	1.5%	1.5%
Worked at NASA 11 years or more		93.1%	2.8%	4.2%
Younger than 40 years old		93.3%	3.3%	3.3%
40 years old or older		95.3%	1.9%	2.8%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18c. *In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your culture?*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,785</b>	<b>90.6%</b>	<b>6.4%</b>	<b>3.1%</b>
<b>SSC</b>	<b>138</b>	<b>89.9%</b>	<b>6.5%</b>	<b>3.6%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		94.1%	5.9%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	7.1%	0.0%
EA Engineering and Test Directorate		93.1%	6.9%	0.0%
IA Office of External Affairs		57.1%	14.3%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		84.6%	7.7%	7.7%
QA Office of Safety and Mission Assurance		90.0%	10.0%	0.0%
RA Center Operations Directorate		92.0%	4.0%	4.0%
TA Rocket Propulsion Test Program Office		83.3%	0.0%	16.7%
Male		92.2%	3.9%	3.9%
Female		89.7%	8.6%	1.7%
White		92.2%	4.9%	2.9%
Non-white		82.9%	11.4%	5.7%
Supervisor		92.9%	3.6%	3.6%
Non-supervisor		89.1%	7.3%	3.6%
Worked at NASA 10 years or less		95.4%	3.1%	1.5%
Worked at NASA 11 years or more		84.9%	9.6%	5.5%
Younger than 40 years old		93.3%	3.3%	3.3%
40 years old or older		88.8%	7.5%	3.7%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18d. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your life experiences?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,802</b>	<b>87.1%</b>	<b>9.1%</b>	<b>3.8%</b>
<b>SSC</b>	<b>138</b>	<b>88.4%</b>	<b>6.5%</b>	<b>5.1%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		100.0%	0.0%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		85.7%	14.3%	0.0%
EA Engineering and Test Directorate		93.1%	6.9%	0.0%
IA Office of External Affairs		71.4%	0.0%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		76.9%	15.4%	7.7%
QA Office of Safety and Mission Assurance		90.0%	0.0%	10.0%
RA Center Operations Directorate		84.0%	8.0%	8.0%
TA Rocket Propulsion Test Program Office		83.3%	0.0%	16.7%
Male		90.9%	3.9%	5.2%
Female		87.9%	8.6%	3.4%
White		88.3%	6.8%	4.9%
Non-white		88.6%	5.7%	5.7%
Supervisor		92.9%	3.6%	3.6%
Non-supervisor		87.3%	7.3%	5.5%
Worked at NASA 10 years or less		89.2%	7.7%	3.1%
Worked at NASA 11 years or more		87.7%	5.5%	6.8%
Younger than 40 years old		90.0%	6.7%	3.3%
40 years old or older		87.9%	6.5%	5.6%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18e. *In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your gender?*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,787</b>	<b>86.9%</b>	<b>9.3%</b>	<b>3.8%</b>
<b>SSC</b>	<b>138</b>	<b>92.8%</b>	<b>3.6%</b>	<b>3.6%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		100.0%	0.0%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	0.0%	7.1%
EA Engineering and Test Directorate		93.1%	6.9%	0.0%
IA Office of External Affairs		100.0%	0.0%	0.0%
LA Office of Human Capital		--	--	--
PA Project Directorate		84.6%	7.7%	7.7%
QA Office of Safety and Mission Assurance		100.0%	0.0%	0.0%
RA Center Operations Directorate		84.0%	8.0%	8.0%
TA Rocket Propulsion Test Program Office		83.3%	0.0%	16.7%
Male		96.1%	2.6%	1.3%
Female		91.4%	3.4%	5.2%
White		93.2%	2.9%	3.9%
Non-white		91.4%	5.7%	2.9%
Supervisor		85.7%	7.1%	7.1%
Non-supervisor		94.5%	2.7%	2.7%
Worked at NASA 10 years or less		95.4%	3.1%	1.5%
Worked at NASA 11 years or more		90.4%	4.1%	5.5%
Younger than 40 years old		96.7%	0.0%	3.3%
40 years old or older		91.6%	4.7%	3.7%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.



## SECTION C: Your Personal Work Experiences at NASA

18f. *In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your educational background?*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,786</b>	<b>87.3%</b>	<b>8.7%</b>	<b>4.0%</b>
<b>SSC</b>	<b>138</b>	<b>89.9%</b>	<b>5.1%</b>	<b>5.1%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		88.2%	11.8%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		96.6%	0.0%	3.4%
IA Office of External Affairs		57.1%	0.0%	42.9%
LA Office of Human Capital		--	--	--
PA Project Directorate		84.6%	7.7%	7.7%
QA Office of Safety and Mission Assurance		100.0%	0.0%	0.0%
RA Center Operations Directorate		88.0%	8.0%	4.0%
TA Rocket Propulsion Test Program Office		83.3%	0.0%	16.7%
Male		90.9%	3.9%	5.2%
Female		89.7%	6.9%	3.4%
White		91.3%	4.9%	3.9%
Non-white		85.7%	5.7%	8.6%
Supervisor		89.3%	7.1%	3.6%
Non-supervisor		90.0%	4.5%	5.5%
Worked at NASA 10 years or less		96.9%	1.5%	1.5%
Worked at NASA 11 years or more		83.6%	8.2%	8.2%
Younger than 40 years old		93.3%	3.3%	3.3%
40 years old or older		89.7%	4.7%	5.6%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18g. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your language?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,791</b>	<b>95.9%</b>	<b>2.9%</b>	<b>1.2%</b>
<b>SSC</b>	<b>138</b>	<b>95.7%</b>	<b>2.2%</b>	<b>2.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		100.0%	0.0%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	7.1%	0.0%
EA Engineering and Test Directorate		96.6%	0.0%	3.4%
IA Office of External Affairs		71.4%	28.6%	0.0%
LA Office of Human Capital		--	--	--
PA Project Directorate		100.0%	0.0%	0.0%
QA Office of Safety and Mission Assurance		100.0%	0.0%	0.0%
RA Center Operations Directorate		96.0%	0.0%	4.0%
TA Rocket Propulsion Test Program Office		83.3%	0.0%	16.7%
Male		97.4%	2.6%	0.0%
Female		94.8%	1.7%	3.4%
White		97.1%	1.0%	1.9%
Non-white		91.4%	5.7%	2.9%
Supervisor		92.9%	3.6%	3.6%
Non-supervisor		96.4%	1.8%	1.8%
Worked at NASA 10 years or less		96.9%	0.0%	3.1%
Worked at NASA 11 years or more		94.5%	4.1%	1.4%
Younger than 40 years old		96.7%	0.0%	3.3%
40 years old or older		95.3%	2.8%	1.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18h. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your religion?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,787</b>	<b>94.8%</b>	<b>3.8%</b>	<b>1.5%</b>
<b>SSC</b>	<b>138</b>	<b>94.9%</b>	<b>2.9%</b>	<b>2.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		100.0%	0.0%	0.0%
CA Office of the Chief Counsel	--	--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		96.6%	3.4%	0.0%
IA Office of External Affairs		85.7%	14.3%	0.0%
LA Office of Human Capital	--	--	--	--
PA Project Directorate		92.3%	0.0%	7.7%
QA Office of Safety and Mission Assurance		100.0%	0.0%	0.0%
RA Center Operations Directorate		92.0%	4.0%	4.0%
TA Rocket Propulsion Test Program Office		83.3%	0.0%	16.7%
Male		96.1%	2.6%	1.3%
Female		94.8%	3.4%	1.7%
White		94.2%	3.9%	1.9%
Non-white		97.1%	0.0%	2.9%
Supervisor		96.4%	0.0%	3.6%
Non-supervisor		94.5%	3.6%	1.8%
Worked at NASA 10 years or less		96.9%	1.5%	1.5%
Worked at NASA 11 years or more		93.2%	4.1%	2.7%
Younger than 40 years old		96.7%	0.0%	3.3%
40 years old or older		95.3%	2.8%	1.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18i. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your gender identity?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,780</b>	<b>97.5%</b>	<b>1.6%</b>	<b>0.9%</b>
<b>SSC</b>	<b>138</b>	<b>97.1%</b>	<b>0.7%</b>	<b>2.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		100.0%	0.0%	0.0%
CA Office of the Chief Counsel	--	--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		96.6%	3.4%	0.0%
IA Office of External Affairs		100.0%	0.0%	0.0%
LA Office of Human Capital	--	--	--	--
PA Project Directorate		92.3%	0.0%	7.7%
QA Office of Safety and Mission Assurance		100.0%	0.0%	0.0%
RA Center Operations Directorate		96.0%	0.0%	4.0%
TA Rocket Propulsion Test Program Office		83.3%	0.0%	16.7%
Male		98.7%	0.0%	1.3%
Female		96.6%	1.7%	1.7%
White		97.1%	1.0%	1.9%
Non-white		97.1%	0.0%	2.9%
Supervisor		96.4%	0.0%	3.6%
Non-supervisor		97.3%	0.9%	1.8%
Worked at NASA 10 years or less		96.9%	1.5%	1.5%
Worked at NASA 11 years or more		97.3%	0.0%	2.7%
Younger than 40 years old		96.7%	0.0%	3.3%
40 years old or older		97.2%	0.9%	1.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18j. *In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your sexual orientation?*

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,769</b>	<b>97.8%</b>	<b>1.5%</b>	<b>0.7%</b>
<b>SSC</b>	<b>137</b>	<b>98.5%</b>	<b>0.0%</b>	<b>1.5%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		100.0%	0.0%	0.0%
CA Office of the Chief Counsel	--	--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		100.0%	0.0%	0.0%
IA Office of External Affairs		100.0%	0.0%	0.0%
LA Office of Human Capital	--	--	--	--
PA Project Directorate		92.3%	0.0%	7.7%
QA Office of Safety and Mission Assurance		100.0%	0.0%	0.0%
RA Center Operations Directorate		100.0%	0.0%	0.0%
TA Rocket Propulsion Test Program Office		83.3%	0.0%	16.7%
Male		98.7%	0.0%	1.3%
Female		100.0%	0.0%	0.0%
White		99.0%	0.0%	1.0%
Non-white		97.1%	0.0%	2.9%
Supervisor		96.4%	0.0%	3.6%
Non-supervisor		99.1%	0.0%	0.9%
Worked at NASA 10 years or less		100.0%	0.0%	0.0%
Worked at NASA 11 years or more		97.3%	0.0%	2.7%
Younger than 40 years old		96.7%	0.0%	3.3%
40 years old or older		99.1%	0.0%	0.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18k. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your age?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,782</b>	<b>86.5%</b>	<b>9.3%</b>	<b>4.2%</b>
<b>SSC</b>	<b>137</b>	<b>86.1%</b>	<b>8.0%</b>	<b>5.8%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		88.2%	11.8%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		85.7%	0.0%	14.3%
EA Engineering and Test Directorate		89.7%	6.9%	3.4%
IA Office of External Affairs		66.7%	16.7%	16.7%
LA Office of Human Capital		--	--	--
PA Project Directorate		76.9%	15.4%	7.7%
QA Office of Safety and Mission Assurance		70.0%	30.0%	0.0%
RA Center Operations Directorate		88.0%	4.0%	8.0%
TA Rocket Propulsion Test Program Office		83.3%	0.0%	16.7%
Male		88.3%	9.1%	2.6%
Female		86.0%	5.3%	8.8%
White		86.4%	7.8%	5.8%
Non-white		85.3%	8.8%	5.9%
Supervisor		89.3%	3.6%	7.1%
Non-supervisor		85.3%	9.2%	5.5%
Worked at NASA 10 years or less		84.6%	12.3%	3.1%
Worked at NASA 11 years or more		87.5%	4.2%	8.3%
Younger than 40 years old		79.3%	17.2%	3.4%
40 years old or older		87.9%	5.6%	6.5%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18L. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your disability?

	N	Positive	Neutral	Negative	Does Not Apply
<b>NASA Agencywide</b>	<b>4,145</b>	<b>94.4%</b>	<b>3.7%</b>	<b>1.9%</b>	<b>2,649</b>
<b>SSC</b>	<b>88</b>	<b>94.3%</b>	<b>4.5%</b>	<b>1.1%</b>	<b>50</b>
AA Office of the Director	--	--	--	--	3
BA Office of the Chief Financial Officer	100.0%	0.0%	0.0%	0.0%	5
CA Office of the Chief Counsel	--	--	--	--	2
DA Office of Procurement	90.0%	10.0%	0.0%	0.0%	4
EA Engineering and Test Directorate	94.1%	5.9%	0.0%	0.0%	12
IA Office of External Affairs	--	--	--	--	3
LA Office of Human Capital	--	--	--	--	0
PA Project Directorate	100.0%	0.0%	0.0%	0.0%	6
QA Office of Safety and Mission Assurance	85.7%	14.3%	0.0%	0.0%	3
RA Center Operations Directorate	89.5%	5.3%	5.3%	5.3%	6
TA Rocket Propulsion Test Program Office	--	--	--	--	4
Male	95.7%	4.3%	0.0%	0.0%	31
Female	92.5%	5.0%	2.5%	2.5%	18
White	93.4%	4.9%	1.6%	1.6%	42
Non-white	96.3%	3.7%	0.0%	0.0%	8
Supervisor	100.0%	0.0%	0.0%	0.0%	12
Non-supervisor	93.1%	5.6%	1.4%	1.4%	38
Worked at NASA 10 years or less	91.1%	6.7%	2.2%	2.2%	20
Worked at NASA 11 years or more	97.7%	2.3%	0.0%	0.0%	30
Younger than 40 years old	94.7%	5.3%	0.0%	0.0%	11
40 years old or older	94.2%	4.3%	1.4%	1.4%	38

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18m. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your family caregiver role?

	N	Positive	Neutral	Negative	Does Not Apply
<b>NASA Agencywide</b>	<b>4,731</b>	<b>92.0%</b>	<b>6.2%</b>	<b>1.8%</b>	<b>2,061</b>
<b>SSC</b>	<b>97</b>	<b>95.9%</b>	<b>3.1%</b>	<b>1.0%</b>	<b>41</b>
AA Office of the Director		100.0%	0.0%	0.0%	2
BA Office of the Chief Financial Officer		100.0%	0.0%	0.0%	3
CA Office of the Chief Counsel		--	--	--	1
DA Office of Procurement		100.0%	0.0%	0.0%	4
EA Engineering and Test Directorate		100.0%	0.0%	0.0%	9
IA Office of External Affairs		--	--	--	2
LA Office of Human Capital		--	--	--	0
PA Project Directorate		87.5%	12.5%	0.0%	5
QA Office of Safety and Mission Assurance		100.0%	0.0%	0.0%	4
RA Center Operations Directorate		100.0%	0.0%	0.0%	6
TA Rocket Propulsion Test Program Office		--	--	--	4
Male		92.0%	6.0%	2.0%	27
Female		100.0%	0.0%	0.0%	13
White		95.8%	4.2%	0.0%	32
Non-white		96.2%	0.0%	3.8%	9
Supervisor		100.0%	0.0%	0.0%	9
Non-supervisor		94.9%	3.8%	1.3%	32
Worked at NASA 10 years or less		100.0%	0.0%	0.0%	20
Worked at NASA 11 years or more		92.3%	5.8%	1.9%	21
Younger than 40 years old		100.0%	0.0%	0.0%	10
40 years old or older		96.1%	2.6%	1.3%	31

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.



## SECTION C: Your Personal Work Experiences at NASA

18n. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your part/flex-time work status?

	N	Positive	Neutral	Negative	Does Not Apply
<b>NASA Agencywide</b>	<b>4,315</b>	<b>93.3%</b>	<b>4.9%</b>	<b>1.8%</b>	<b>2,475</b>
<b>SSC</b>	<b>89</b>	<b>96.6%</b>	<b>0.0%</b>	<b>3.4%</b>	<b>49</b>
AA Office of the Director	--	--	--	--	3
BA Office of the Chief Financial Officer	100.0%	0.0%	0.0%	0.0%	8
CA Office of the Chief Counsel	--	--	--	--	2
DA Office of Procurement	90.9%	0.0%	9.1%	0.0%	3
EA Engineering and Test Directorate	100.0%	0.0%	0.0%	0.0%	14
IA Office of External Affairs	100.0%	0.0%	0.0%	0.0%	1
LA Office of Human Capital	--	--	--	--	0
PA Project Directorate	100.0%	0.0%	0.0%	0.0%	5
QA Office of Safety and Mission Assurance	100.0%	0.0%	0.0%	0.0%	3
RA Center Operations Directorate	90.0%	0.0%	10.0%	0.0%	5
TA Rocket Propulsion Test Program Office	--	--	--	--	4
Male	97.9%	0.0%	2.1%	0.0%	30
Female	95.1%	0.0%	4.9%	0.0%	17
White	95.3%	0.0%	4.7%	0.0%	39
Non-white	100.0%	0.0%	0.0%	0.0%	10
Supervisor	100.0%	0.0%	0.0%	0.0%	13
Non-supervisor	95.9%	0.0%	4.1%	0.0%	36
Worked at NASA 10 years or less	93.5%	0.0%	6.5%	0.0%	19
Worked at NASA 11 years or more	100.0%	0.0%	0.0%	0.0%	30
Younger than 40 years old	100.0%	0.0%	0.0%	0.0%	9
40 years old or older	95.5%	0.0%	4.5%	0.0%	40

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION C: Your Personal Work Experiences at NASA

18o. In the past 12 months how often did you feel that you were treated unfairly at NASA because of people's assumptions about your other personal characteristics?

	N	Positive	Neutral	Negative	Does Not Apply
<b>NASA Agencywide</b>	<b>4,946</b>	<b>88.4%</b>	<b>8.1%</b>	<b>3.5%</b>	<b>1,842</b>
<b>SSC</b>	<b>103</b>	<b>95.1%</b>	<b>3.9%</b>	<b>1.0%</b>	<b>35</b>
AA Office of the Director		100.0%	0.0%	0.0%	1
BA Office of the Chief Financial Officer		100.0%	0.0%	0.0%	4
CA Office of the Chief Counsel		--	--	--	1
DA Office of Procurement		90.9%	9.1%	0.0%	3
EA Engineering and Test Directorate		95.2%	0.0%	4.8%	8
IA Office of External Affairs		83.3%	16.7%	0.0%	1
LA Office of Human Capital		--	--	--	0
PA Project Directorate		100.0%	0.0%	0.0%	5
QA Office of Safety and Mission Assurance		100.0%	0.0%	0.0%	3
RA Center Operations Directorate		89.5%	10.5%	0.0%	6
TA Rocket Propulsion Test Program Office		--	--	--	2
Male		96.3%	3.7%	0.0%	23
Female		93.6%	4.3%	2.1%	11
White		94.8%	3.9%	1.3%	26
Non-white		96.2%	3.8%	0.0%	9
Supervisor		95.5%	4.5%	0.0%	6
Non-supervisor		95.1%	3.7%	1.2%	29
Worked at NASA 10 years or less		98.0%	0.0%	2.0%	14
Worked at NASA 11 years or more		92.3%	7.7%	0.0%	21
Younger than 40 years old		100.0%	0.0%	0.0%	6
40 years old or older		93.6%	5.1%	1.3%	29

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION D: Your Awareness of Diversity and Inclusion Information and Initiatives at NASA

### 1. How familiar are you with the NASA Office of Diversity and Equal Opportunity website?

	N	I have visited this website more than once	I have visited this website only once	I know about this website but have never visited it	I know nothing at all about this website
<b>NASA Agencywide</b>	<b>6,833</b>	<b>17.9%</b>	<b>15.3%</b>	<b>41.0%</b>	<b>25.9%</b>
<b>SSC</b>	<b>138</b>	<b>24.6%</b>	<b>13.0%</b>	<b>51.4%</b>	<b>10.9%</b>
AA Office of the Director		37.5%	0.0%	62.5%	0.0%
BA Office of the Chief Financial Officer		29.4%	11.8%	58.8%	0.0%
CA Office of the Chief Counsel		--	--	--	--
DA Office of Procurement		35.7%	14.3%	35.7%	14.3%
EA Engineering and Test Directorate		13.8%	13.8%	55.2%	17.2%
IA Office of External Affairs		14.3%	28.6%	42.9%	14.3%
LA Office of Human Capital		--	--	--	--
PA Project Directorate		15.4%	15.4%	53.8%	15.4%
QA Office of Safety and Mission Assurance		20.0%	0.0%	50.0%	30.0%
RA Center Operations Directorate		24.0%	20.0%	48.0%	8.0%
TA Rocket Propulsion Test Program Office		16.7%	0.0%	83.3%	0.0%
Male		18.2%	16.9%	53.2%	11.7%
Female		32.8%	8.6%	50.0%	8.6%
White		22.3%	14.6%	54.4%	8.7%
Non-white		31.4%	8.6%	42.9%	17.1%
Supervisor		35.7%	10.7%	46.4%	7.1%
Non-supervisor		21.8%	13.6%	52.7%	11.8%
Worked at NASA 10 years or less		20.0%	15.4%	52.3%	12.3%
Worked at NASA 11 years or more		28.8%	11.0%	50.7%	9.6%
Younger than 40 years old		13.3%	16.7%	63.3%	6.7%
40 years old or older		27.1%	12.1%	48.6%	12.1%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION D: Your Awareness of Diversity and Inclusion Information and Initiatives at NASA

### 2. How familiar are you with your Center's Office of Diversity website and/or Your Center's Equal Opportunity website?

	N	I have visited this website more than once	I have visited this website only once	I know about this website but have never visited it	I know nothing at all about this website
<b>NASA Agencywide</b>	<b>6,786</b>	<b>18.6%</b>	<b>14.8%</b>	<b>42.4%</b>	<b>24.2%</b>
<b>SSC</b>	<b>137</b>	<b>24.8%</b>	<b>16.1%</b>	<b>48.2%</b>	<b>10.9%</b>
AA Office of the Director		37.5%	12.5%	50.0%	0.0%
BA Office of the Chief Financial Officer		29.4%	17.6%	52.9%	0.0%
CA Office of the Chief Counsel		--	--	--	--
DA Office of Procurement		35.7%	14.3%	35.7%	14.3%
EA Engineering and Test Directorate		13.8%	27.6%	41.4%	17.2%
IA Office of External Affairs		14.3%	14.3%	42.9%	28.6%
LA Office of Human Capital		--	--	--	--
PA Project Directorate		15.4%	15.4%	53.8%	15.4%
QA Office of Safety and Mission Assurance		20.0%	0.0%	60.0%	20.0%
RA Center Operations Directorate		25.0%	12.5%	54.2%	8.3%
TA Rocket Propulsion Test Program Office		33.3%	16.7%	50.0%	0.0%
Male		19.5%	19.5%	48.1%	13.0%
Female		31.6%	12.3%	49.1%	7.0%
White		23.5%	16.7%	51.0%	8.8%
Non-white		28.6%	14.3%	40.0%	17.1%
Supervisor		35.7%	17.9%	39.3%	7.1%
Non-supervisor		22.0%	15.6%	50.5%	11.9%
Worked at NASA 10 years or less		15.6%	21.9%	51.6%	10.9%
Worked at NASA 11 years or more		32.9%	11.0%	45.2%	11.0%
Younger than 40 years old		13.3%	20.0%	60.0%	6.7%
40 years old or older		27.4%	15.1%	45.3%	12.3%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION D: Your Awareness of Diversity and Inclusion Information and Initiatives at NASA

### 3. How familiar are you with the NASA Diversity and Inclusion Policy?

	N	I am very familiar with the Diversity and Inclusion Policy	I am somewhat familiar with the Diversity and Inclusion Policy	I have heard about the Diversity and Inclusion Policy, but I am not familiar with it	I know nothing at all about the NASA Diversity and Inclusion Policy
<b>NASA Agencywide</b>	<b>6,805</b>	<b>18.6%</b>	<b>42.1%</b>	<b>28.1%</b>	<b>11.2%</b>
<b>SSC</b>	<b>138</b>	<b>21.0%</b>	<b>52.9%</b>	<b>24.6%</b>	<b>1.4%</b>
AA Office of the Director		37.5%	37.5%	25.0%	0.0%
BA Office of the Chief Financial Officer		29.4%	47.1%	23.5%	0.0%
CA Office of the Chief Counsel		--	--	--	--
DA Office of Procurement		21.4%	64.3%	14.3%	0.0%
EA Engineering and Test Directorate		10.3%	58.6%	31.0%	0.0%
IA Office of External Affairs		28.6%	57.1%	14.3%	0.0%
LA Office of Human Capital		--	--	--	--
PA Project Directorate		23.1%	46.2%	30.8%	0.0%
QA Office of Safety and Mission Assurance		10.0%	40.0%	40.0%	10.0%
RA Center Operations Directorate		20.0%	56.0%	20.0%	4.0%
TA Rocket Propulsion Test Program Office		16.7%	50.0%	33.3%	0.0%
Male		20.8%	55.8%	22.1%	1.3%
Female		20.7%	51.7%	25.9%	1.7%
White		24.3%	53.4%	20.4%	1.9%
Non-white		11.4%	51.4%	37.1%	0.0%
Supervisor		64.3%	25.0%	10.7%	0.0%
Non-supervisor		10.0%	60.0%	28.2%	1.8%
Worked at NASA 10 years or less		10.8%	55.4%	32.3%	1.5%
Worked at NASA 11 years or more		30.1%	50.7%	17.8%	1.4%
Younger than 40 years old		6.7%	46.7%	46.7%	0.0%
40 years old or older		24.3%	55.1%	18.7%	1.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION D: Your Awareness of Diversity and Inclusion Information and Initiatives at NASA

### 4. How familiar are you with the NASA policy statement on anti-harassment in the workplace?

	N	I am very familiar with the policy statement on anti-harassment	I am somewhat familiar with the policy statement on anti-harassment	I have heard about the anti-harassment policy statement, but I am not familiar with it	I know nothing at all about the NASA policy statement on anti-harassment.
<b>NASA Agencywide</b>	<b>6,815</b>	<b>42.5%</b>	<b>41.9%</b>	<b>12.5%</b>	<b>3.2%</b>
<b>SSC</b>	<b>138</b>	<b>52.9%</b>	<b>43.5%</b>	<b>3.6%</b>	<b>0.0%</b>
AA Office of the Director		62.5%	37.5%	0.0%	0.0%
BA Office of the Chief Financial Officer		64.7%	35.3%	0.0%	0.0%
CA Office of the Chief Counsel		--	--	--	--
DA Office of Procurement		64.3%	28.6%	7.1%	0.0%
EA Engineering and Test Directorate		44.8%	51.7%	3.4%	0.0%
IA Office of External Affairs		42.9%	57.1%	0.0%	0.0%
LA Office of Human Capital		--	--	--	--
PA Project Directorate		38.5%	53.8%	7.7%	0.0%
QA Office of Safety and Mission Assurance		40.0%	60.0%	0.0%	0.0%
RA Center Operations Directorate		48.0%	52.0%	0.0%	0.0%
TA Rocket Propulsion Test Program Office		66.7%	0.0%	33.3%	0.0%
Male		50.6%	46.8%	2.6%	0.0%
Female		55.2%	41.4%	3.4%	0.0%
White		54.4%	43.7%	1.9%	0.0%
Non-white		48.6%	42.9%	8.6%	0.0%
Supervisor		78.6%	17.9%	3.6%	0.0%
Non-supervisor		46.4%	50.0%	3.6%	0.0%
Worked at NASA 10 years or less		49.2%	49.2%	1.5%	0.0%
Worked at NASA 11 years or more		56.2%	38.4%	5.5%	0.0%
Younger than 40 years old		30.0%	63.3%	6.7%	0.0%
40 years old or older		58.9%	38.3%	2.8%	0.0%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION E: Your Ratings of NASA's Overall Effectiveness

### 1. How would you rate the overall effectiveness of NASA in fostering mutual trust and respect in the workplace?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,779</b>	<b>75.8%</b>	<b>12.1%</b>	<b>12.1%</b>
<b>SSC</b>	<b>138</b>	<b>81.2%</b>	<b>8.7%</b>	<b>10.1%</b>
AA Office of the Director		87.5%	12.5%	0.0%
BA Office of the Chief Financial Officer		94.1%	5.9%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	7.1%	0.0%
EA Engineering and Test Directorate		69.0%	20.7%	10.3%
IA Office of External Affairs		71.4%	0.0%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		53.8%	7.7%	38.5%
QA Office of Safety and Mission Assurance		80.0%	0.0%	20.0%
RA Center Operations Directorate		88.0%	4.0%	8.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		75.3%	10.4%	14.3%
Female		91.4%	3.4%	5.2%
White		82.5%	5.8%	11.7%
Non-white		77.1%	17.1%	5.7%
Supervisor		92.9%	3.6%	3.6%
Non-supervisor		78.2%	10.0%	11.8%
Worked at NASA 10 years or less		81.5%	10.8%	7.7%
Worked at NASA 11 years or more		80.8%	6.8%	12.3%
Younger than 40 years old		83.3%	13.3%	3.3%
40 years old or older		80.4%	7.5%	12.1%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION E: Your Ratings of NASA's Overall Effectiveness

### 2. How would you rate the overall effectiveness of NASA in promoting professional growth for employees?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,779</b>	<b>75.3%</b>	<b>10.5%</b>	<b>14.2%</b>
<b>SSC</b>	<b>138</b>	<b>77.5%</b>	<b>11.6%</b>	<b>10.9%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		82.4%	5.9%	11.8%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	0.0%	7.1%
EA Engineering and Test Directorate		72.4%	17.2%	10.3%
IA Office of External Affairs		57.1%	14.3%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		53.8%	23.1%	23.1%
QA Office of Safety and Mission Assurance		70.0%	20.0%	10.0%
RA Center Operations Directorate		80.0%	8.0%	12.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		72.7%	16.9%	10.4%
Female		84.5%	3.4%	12.1%
White		78.6%	8.7%	12.6%
Non-white		74.3%	20.0%	5.7%
Supervisor		92.9%	7.1%	0.0%
Non-supervisor		73.6%	12.7%	13.6%
Worked at NASA 10 years or less		78.5%	10.8%	10.8%
Worked at NASA 11 years or more		76.7%	12.3%	11.0%
Younger than 40 years old		83.3%	10.0%	6.7%
40 years old or older		75.7%	12.1%	12.1%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.



## SECTION E: Your Ratings of NASA's Overall Effectiveness

### 3. How would you rate the overall effectiveness of NASA in providing a supportive environment for every employee?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,774</b>	<b>71.7%</b>	<b>13.2%</b>	<b>15.1%</b>
<b>SSC</b>	<b>137</b>	<b>75.9%</b>	<b>12.4%</b>	<b>11.7%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		82.4%	11.8%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		78.6%	14.3%	7.1%
EA Engineering and Test Directorate		62.1%	24.1%	13.8%
IA Office of External Affairs		57.1%	14.3%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		61.5%	7.7%	30.8%
QA Office of Safety and Mission Assurance		70.0%	10.0%	20.0%
RA Center Operations Directorate		84.0%	8.0%	8.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		75.3%	11.7%	13.0%
Female		78.9%	10.5%	10.5%
White		78.4%	9.8%	11.8%
Non-white		68.6%	20.0%	11.4%
Supervisor		92.9%	3.6%	3.6%
Non-supervisor		71.6%	14.7%	13.8%
Worked at NASA 10 years or less		73.8%	13.8%	12.3%
Worked at NASA 11 years or more		77.8%	11.1%	11.1%
Younger than 40 years old		83.3%	3.3%	13.3%
40 years old or older		73.6%	15.1%	11.3%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION E: Your Ratings of NASA's Overall Effectiveness

### 4. How would you rate the overall effectiveness of NASA in sharing information with employees so they can do their best work?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,778</b>	<b>69.2%</b>	<b>12.9%</b>	<b>17.8%</b>
<b>SSC</b>	<b>138</b>	<b>73.2%</b>	<b>11.6%</b>	<b>15.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		76.5%	17.6%	5.9%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		75.9%	6.9%	17.2%
IA Office of External Affairs		57.1%	14.3%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		38.5%	15.4%	46.2%
QA Office of Safety and Mission Assurance		30.0%	30.0%	40.0%
RA Center Operations Directorate		72.0%	16.0%	12.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		67.5%	11.7%	20.8%
Female		81.0%	10.3%	8.6%
White		73.8%	11.7%	14.6%
Non-white		71.4%	11.4%	17.1%
Supervisor		82.1%	7.1%	10.7%
Non-supervisor		70.9%	12.7%	16.4%
Worked at NASA 10 years or less		69.2%	16.9%	13.8%
Worked at NASA 11 years or more		76.7%	6.8%	16.4%
Younger than 40 years old		73.3%	13.3%	13.3%
40 years old or older		72.9%	11.2%	15.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION E: Your Ratings of NASA's Overall Effectiveness

### 5. How would you rate the overall effectiveness of NASA in creating a strong teamwork culture?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,772</b>	<b>72.0%</b>	<b>12.6%</b>	<b>15.4%</b>
<b>SSC</b>	<b>138</b>	<b>78.3%</b>	<b>6.5%</b>	<b>15.2%</b>
AA Office of the Director		100.0%	0.0%	0.0%
BA Office of the Chief Financial Officer		82.4%	5.9%	11.8%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		100.0%	0.0%	0.0%
EA Engineering and Test Directorate		72.4%	10.3%	17.2%
IA Office of External Affairs		57.1%	14.3%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		46.2%	0.0%	53.8%
QA Office of Safety and Mission Assurance		60.0%	10.0%	30.0%
RA Center Operations Directorate		84.0%	8.0%	8.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		74.0%	7.8%	18.2%
Female		84.5%	3.4%	12.1%
White		77.7%	5.8%	16.5%
Non-white		80.0%	8.6%	11.4%
Supervisor		89.3%	3.6%	7.1%
Non-supervisor		75.5%	7.3%	17.3%
Worked at NASA 10 years or less		76.9%	6.2%	16.9%
Worked at NASA 11 years or more		79.5%	6.8%	13.7%
Younger than 40 years old		83.3%	6.7%	10.0%
40 years old or older		76.6%	6.5%	16.8%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION E: Your Ratings of NASA's Overall Effectiveness

### 6. How would you rate the overall effectiveness of NASA in valuing individual contributions?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,777</b>	<b>75.2%</b>	<b>11.6%</b>	<b>13.2%</b>
<b>SSC</b>	<b>138</b>	<b>76.8%</b>	<b>9.4%</b>	<b>13.8%</b>
AA Office of the Director		87.5%	12.5%	0.0%
BA Office of the Chief Financial Officer		82.4%	5.9%	11.8%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		85.7%	14.3%	0.0%
EA Engineering and Test Directorate		62.1%	17.2%	20.7%
IA Office of External Affairs		57.1%	14.3%	28.6%
LA Office of Human Capital		--	--	--
PA Project Directorate		69.2%	0.0%	30.8%
QA Office of Safety and Mission Assurance		70.0%	10.0%	20.0%
RA Center Operations Directorate		84.0%	4.0%	12.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		74.0%	10.4%	15.6%
Female		81.0%	6.9%	12.1%
White		77.7%	6.8%	15.5%
Non-white		74.3%	17.1%	8.6%
Supervisor		85.7%	10.7%	3.6%
Non-supervisor		74.5%	9.1%	16.4%
Worked at NASA 10 years or less		73.8%	12.3%	13.8%
Worked at NASA 11 years or more		79.5%	6.8%	13.7%
Younger than 40 years old		80.0%	16.7%	3.3%
40 years old or older		75.7%	7.5%	16.8%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION E: Your Ratings of NASA's Overall Effectiveness

### 7. How would you rate the overall effectiveness of NASA in educating employees on how diversity and inclusion fosters innovation?

	N	Positive	Neutral	Negative
<b>NASA Agencywide</b>	<b>6,770</b>	<b>59.2%</b>	<b>24.8%</b>	<b>16.0%</b>
<b>SSC</b>	<b>137</b>	<b>67.9%</b>	<b>22.6%</b>	<b>9.5%</b>
AA Office of the Director		87.5%	12.5%	0.0%
BA Office of the Chief Financial Officer		82.4%	17.6%	0.0%
CA Office of the Chief Counsel		--	--	--
DA Office of Procurement		92.9%	7.1%	0.0%
EA Engineering and Test Directorate		51.7%	34.5%	13.8%
IA Office of External Affairs		57.1%	28.6%	14.3%
LA Office of Human Capital		--	--	--
PA Project Directorate		38.5%	38.5%	23.1%
QA Office of Safety and Mission Assurance		50.0%	20.0%	30.0%
RA Center Operations Directorate		72.0%	24.0%	4.0%
TA Rocket Propulsion Test Program Office		83.3%	16.7%	0.0%
Male		59.7%	27.3%	13.0%
Female		80.7%	14.0%	5.3%
White		70.6%	22.5%	6.9%
Non-white		60.0%	22.9%	17.1%
Supervisor		85.7%	10.7%	3.6%
Non-supervisor		63.3%	25.7%	11.0%
Worked at NASA 10 years or less		65.6%	21.9%	12.5%
Worked at NASA 11 years or more		69.9%	23.3%	6.8%
Younger than 40 years old		69.0%	13.8%	17.2%
40 years old or older		67.3%	25.2%	7.5%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION F: About You

### 1. What is your supervisory status? (Mark one of the following.)

	Non-Supervisor	Team Leader	Supervisor	Manager	Executive
NASA Agencywide	55.9%	28.0%	8.8%	3.8%	3.5%
SSC	60.9%	18.8%	8.7%	5.1%	6.5%

### 2. What do you consider yourself to be?

	American Indian/ Alaska Native	Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino American	White	Other	Multi-racial
NASA Agencywide	0.6%	5.4%	10.7%	7.2%	67.7%	5.0%	3.4%
SSC	0.0%	2.2%	10.9%	3.6%	74.6%	5.8%	2.9%

### 3. How do you describe your gender?

	Male	Female	Other
NASA Agencywide	60.4%	39.2%	0.4%
SSC	57.0%	43.0%	0.0%

### 4. Please identify which of the following best describes you.

	Hetero-sexual/ straight	Bi-sexual/ gay/ lesbian/ other
NASA Agencywide	97.1%	2.9%
SSC	97.7%	2.3%

### 7. How long have you worked for NASA?

	Less than 1 year	1 to 2 years	3 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
NASA Agencywide	3.8%	5.8%	10.6%	14.5%	17.0%	48.2%
SSC	5.1%	11.6%	10.9%	19.6%	22.5%	30.4%

### 8. What is your age group?

	25 years old or younger	26-29 years old	30-39 years old	40-49 years old	50-59 years old	60 years old or older
NASA Agencywide	2.6%	4.1%	10.9%	34.2%	37.4%	10.8%
SSC	5.8%	7.3%	8.8%	25.5%	46.0%	6.6%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

## SECTION F: About You

9. What is your marital status? (Mark the one response that best describes your current status.)

	Married to someone of the opposite sex	Married, in a civil union, or registered partnership with someone of same sex	Divorced	Widowed	Separated	Single, never been married	Living with a domestic partner of the opposite sex	Living with a domestic partner of the same sex
NASA Agencywide	72.6%	0.4%	9.3%	1.2%	0.9%	12.4%	2.1%	1.1%
SSC	69.1%	0.0%	8.1%	0.0%	3.7%	15.4%	2.9%	0.7%

10. What is the highest grade or level of schooling you have completed?

	Some high school	High school graduate or GED	Some college	2-year degree	4-year college graduate	Master's degree	Doctorate degree	Post-doctorate
NASA Agencywide	0.1%	2.0%	6.9%	5.3%	35.8%	36.5%	9.4%	3.9%
SSC	0.7%	1.4%	5.8%	3.6%	42.0%	33.3%	10.9%	2.2%

11. Please identify your skill code. (Mark one of the following.)

	Clerical	Engineer	Professional Administrative	Scientist	Technician/Wage Grade
NASA Agencywide	2.2%	55.7%	29.8%	7.3%	5.1%
SSC	4.3%	52.9%	37.0%	5.1%	0.7%

12. Are you a full-time or part-time employee at NASA?

	Full-time	Part-time
NASA Agencywide	98.8%	1.2%
SSC	95.7%	4.3%

13. Do you consider yourself disabled?

	Yes	No
NASA Agencywide	5.5%	94.5%
SSC	6.5%	93.5%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

# **Appendix C**

## **Responses to Open-Ended Survey Questions**



# Comments

## G1. What does workplace diversity and inclusion mean to you?

- An diverse organization is one comprised of individuals of various ethnicity, religions, gender, cultural and educational backgrounds. It also encompasses a broad spectrum of employees with differing professional abilities and experiences. An inclusive organization is one in which all of the above are recognized as assets by both management and employees at all levels. But it goes beyond policy and management style. Inclusiveness is a culture within an organization which makes all employees feel appreciated not only for their professional competencies, but as individuals. This manifested not only in how employees and management interact with one another professionally, but also in casual conversation and other forums, social or otherwise. I have seen firsthand the effect that inclusiveness has had on employee performance and general well-being. One individual in our org had worked in several other positions w/in the center and apparently never felt part of a "team" until becoming a part of our staff. Their appreciation for this has been expressed openly with the individual's supervisor and is reflected in their performance as well. This is a tribute to the character and integrity of our staff, and is a source of our strength as an organization.
- To me, diversity and inclusion means working closely and having a good relationship with your peers and co-workers and not being judged for the differences that you have between each other.
- Accepting the differences of other people as a means of looking at every situation through a different angle one is unable to see on their own.
- Having confort in knowing my co workers do not judge me or exclude me because of my sexual orientation.
- Everyone is respected and opinions considered, Treated equally
- For me, workplace diversity and inclusion relates to the removal of barriers that limit or constrain individual employees from contributing their ideas and needs freely; and in a workplace environment that welcomes these inputs. At times, an employee's contributions/expertise may not be recognized by their own organization or Center, but are recognized by other organizations and Centers who have no prejudice or pre-conceived ideas regarding the employee's value. I believe this condition arises from multiple sources. I have been rudely dismissed/talked down to by an "engineer" who thought that I couldn't possibly understand any engineering-related discussion. I also have been appreciated by other engineers who valued my expertise in technical areas where NASA has little experience or trained personnel. In my current Division and across the Agency, I believe that my expertise and experience is greatly valued. Although much is said and distributed regarding diversity and inclusion, the implementation and execution of a diverse and open environment is difficult to achieve. Sending out a memo versus achieveing a truly open environment where innovative ideas and methods are welcomed is problematic. Senior management can't sit and listen to every little idea that someone wants to discuss. If your supervisor or team thinks you or your idea is bad, you and your idea/contribution go no further. Sometimes, the supervisor is correct in sending you back to the drawing board. Sometimes, he/she may be wrong, closed-minded or even behind the times technologically. More opportunities for bottoms-up innovation are certainly called for. The dismissals and exclusion that I have experienced arise from many sources and for many reasons, with age and friendship-with/unofficial-mentoring-by management being two primary reasons. Strong, moral leadership from managers and supervisors who quickly stop improper situations from arising is called for. A gap still remains in fostering a true diverse and open environment. However, I tend to believe creating the principles and policy is easy. It is the enactment and enforcement that is difficult. For me, prejudice and exclusion are like dust and old socks under your bed. They generally lie below the surface of our daily activities and are not easily seen. You know the dustballs and socks are under the bed. You also know that it will take a good stiff broom and a lot of physical effort to remove th
- That all perspectives should be considered appropriately prior to making a decision and committing to it.
- Supervisors disbelief in level of education, total professional experience, and devotion to assigned job tasks. Direct confrontation by supervisor and being told by supervisor that he did not need to build a case to terminate me. Absolute harrassment and intimidation by supervisor in my completion of professional responsibilities.
- To value individual diffrences and challenges, beliefs, backgrounds, and ideas to ensure fairness and equality in perspectives and opinions, and the freedom to express them.

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Notes: 51% of SSC respondents provided comments for research question 1 (survey item G1) and 49% for research question 5 (survey item G2). Comments are in random order.

# Comments

## G1. What does workplace diversity and inclusion mean to you?

- Recognizing that we all have differences, whether is cultural, racial, handicapped or whatever and making sure that we do not exclude someone because they are different or look different from us.
- Giving equal opportunity
- Accepting all individuals and not placing judgment. Promoting a workplace that is acceptable to everyone's views.....avoid Categorizing individuals based on stereotypes
- A workplace involving parties of many different backgrounds. Everyone's contributions are considered equally without regard or biased beliefs based upon differences between parties.
- Acting in a manner that recognizes and respects individual similarities and differences such that employees feel they and their work are valued and meaningfully important to the success of the company.
- It means that I get to take a survey.
- Means ensuring that as much as possible we include people from all area's of life in relation to education, experience, ethnic heritage and culture.
- I can be myself in the workplace and not be afraid of being judged or treated differently from my co-workers. As an "out" Lesbian, I have never felt that was an issue for anyone that I worked with. I was even asked by the EEO officer to help put together information to show the center for gay pride month. My supervisor also treats me the same as other employees when I need time off for family matters. I feel I am treated the same as everyone else.
- To me this means that I can go to work and not be judged or overhear someone else being judged for anything but the work that I do. I have worked other places where employees talked about other employees because of the life that they chose to lead, and I am very happy to say that it is nothing like that at NASA.
- Diversity indicates a workforce composed across the racial, ethnic, cultural spectra - not merely representation from among designated groups, e.g., white, Afroamerican, etc., but also from also the various subgroups within those designated groups. Inclusion implies meaningful participation by the diverse workforce in all of NASA's activities.
- value each person for what they provide to the task at hand
- Providing an environment with a fair opportunity for everyone to excel in the workplace regardless of Age, Sex, race, color, or religion.
- Workplace diversity and inclusion means including people in projects and work activities based on their qualifications and abilities, not on race, gender, etc. My team members and I respect each other and are sensitive to our differences. In fact, there have been instances where we discuss those ethnic and cultural differences as a means to understand each other. We respect each other and appreciate our little nuances. We also acknowledge there is no "I" in team.
- Different people working together towards a goal
- While Star Trek really only existed in Hollywood, I loved the way all the shows "Characters" were viewed as equals and all members were needed to run the ship and succeed at missions. I hope we someday get to that level of "All are equal", important and contribute to the mission.
- Everyone treating each other as humans!
- "Group think" is something that needs to be avoided at all costs in a highly technical organization involved in human space flight. The failure to recognize foam in the STS TPS as a hazard by many in the NASA community is a prime example of pervasive group think. A management that values diversity and inclusion and fosters those values in the workforce is less likely to fall prey to group think.
- Valuing the range of differences and similarities among us. The collective strength of experiences, skills, talents, perspectives, and cultures that each of us bring to the workplace. Inclusion is about respecting and valuing the unique dimension every employee adds to the organization. the workplace.

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# Comments

## G1. What does workplace diversity and inclusion mean to you?

- An environment where diversity (race, ethnicity, gender, experiences) is valued. It seems that when you mention diversity, most people think only of race and that there are some type of quotas involved in achieving a diverse work force. I think that there is strength in going people from various backgrounds and experiences that foster different approaches and solutions to problems. I think that our recruiting efforts tend to be regional and therefore attract the same types of people. (Most come from the same colleges!) This leads to packs or clicks that celebrate their shared experiences.
- It means approaching people as people, human beings and workers, not a collection of racial, religious, educational, and geographic attributes. NASA's EXTREME race and gender hiring and promotion practices only foment racism and sexism. We'd all get along better if NASA wasn't constantly shoving politically correct race and gender consciousness down our throats. I want to judge people by the content of their character, not the color of their skin. NASA wants me to focus on melanin. Reverse racism and reverse sexism are pushed by HR and EO with a ferocity that belies any claim to fairness or equal treatment. Hiring and promotions are all about skin color, genitals, and stroking the managerial ego; nothing to do with intellect, performance, leadership, or just plain honest work. In addition, the "you ain't from around here, are you boy" attitude prevents the best and brightest from coming to XX or staying here if they do come. I've watched many, many talented people leave this center because they were tired of being passed over because they weren't from around here. Even though this is a Federal, national facility, the geographic preference for locals has destroyed any chance that XX will attain national stature in capabilities or reputation.
- No response
- Appreciating and utilizing diverse points of view in making the organization successful and adaptive to changing conditions.
- Treat everyone the same no matter who they are or believe.
- Different, creative approaches to problem solving. Different professional/technical experiences and knowledge specialties/backgrounds facilitating multi-discipline, out-of-the-box, creative thinking...
- No discrimination
- People judged on their abilities, character, and willingness to work cooperatively with others.
- NASA is fueled by workplace diversity and I have seen the best innovation and success at those Centers that have excelled in encouraging inclusion and acceptance while populating very diverse teams. Diversity and an inclusive environment where everyone accepts and embraces each others unique characteristics help avoid group think and like-minded ideas. Varied cultures, races, genders, ages, religions all contribute to a rich and productive Center. The monthly cultural awareness themes and employee training are key ways we learn about the differences in our peers and helps us know what constitutes an open, inclusive environment and how we can contribute to that goal.
- That we must maintain an environment in which our employees are encouraged to offer their viewpoints and perspectives and that we must give them the freedom to express them.
- Workplace Diversity means inclusion of different skills, ideas, experiences, and cultures to effect the best solutions to challenges.
- For me, it means caring about all people and encouraging all to serve one another in friendship and fellowship. Also involves respecting those who hold different views while we promote unity as we work in community to accomplish the NASA mission. If I had time, I would use other words like tolerance, patience and compassion, but I think you get the point. My contribution is to be a role model for the NASA policy on diversity and inclusion. The subject is important.
- Workplace diversity to me, means turning no one away from employ based on all the survey's aforementioned characteristics, and upon hiring them treating them as you would anyone else. Basically put, treating all folks the same (as best one can) without regard to belief, proclivity, abilities, and/or appearance.
- It means forming bonds with people and learning from their different points of view.

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Notes: 51% of SSC respondents provided comments for research question 1 (survey item G1) and 49% for research question 5 (survey item G2). Comments are in random order.

# Comments

## G1. What does workplace diversity and inclusion mean to you?

- Including people of all backgrounds
- Workplace diversity and inclusion means to me that I can value and enjoy the work experience with all of my co-workers and management.
- It means inclusion of all employees in all aspects of work and life, without biases against typical differences in race, origin, sex, age, etc.; but also in without biases in professional areas and occupations. It means appreciation that diversity makes all of us stronger and benefits us individually and NASA as an institution.
- Everyone, regardless of race, age, religious preference or sexual orientation, provides value to the workplace.
- Rewarding people who work hard, have strong work ethics and who are serious about doing the best job that they possibly can.
- Making everyone be a part of the team.
- Diversity is choosing the best suited person for the job with no regard for color, sex, or age.
- Diversity provides an available pool of resources with valuable input based upon past experiences, training and/or relationships which may or may not add vital information relevant to achieving sound decisions influencing the outcome of some process, procedure or decision path. Inclusion would be the consideration of an idea or thought from a resource pool without condemning the source, but rather investigating the possibilities from another point of view. These are the key cogs in establishing a sanity check from the end-users to the policy setters...all the stakeholders. Dialogue amongst the community is necessary to understand the affects of such decisions or changes in policy or manipulations of processes and the potentials for either the best or detrimental outcomes. How can a policymaker really understand the additional burden of a seemingly relatively small requirement being applied to an end-user without any dialogue from the end-user and or any supplemental support areas?
- treating everyone as equal regardless of any differences, and valuing their contribution
- I believe in trying to include those that may provide differing viewpoints when identifying and solving problems. Assuring an organization has those differences in background and experience is important.
- Workplace diversity and inclusion means valuing the individual in all her/his complexities and nuances, without having or wanting to identify or recognize "race, color, gender, national origin, religion, age or disability, sexual orientation, status as a parent, genetic information, or gender identity".
- It should be that everyone is treated exactly the same. Awarded the same, punished the same.
- Valuing everyone's differences and using those differences to the advantage of the agency.
- It looks like a technique that our government is trying to use to force us to support and believe in an immoral way of life that the majority of the people in this country do not support. I also feel that if my beliefs were made public to NASA's top management (headquarter level in Washington, not XX) I would be discriminated against and my career would be in jeopardy.
- All working together as a team toward a common objective
- Fair treatment of everyone regardless of race, gender or physical handicap. Diverse co-workers develop a variety of ideas that make our work place richer.
- It means greater breadth of opinions and insights during problem resolution and a much more dynamic office environment social structure.

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# Comments

## G1. What does workplace diversity and inclusion mean to you?

- Engineering is a primarily male dominated field, but that is something I am used to. I saw this through school, in my co-op jobs and contractor employment before working for NASA. Partially in response to that, I have heard that NASA (and other companies/organizations) are encouraged to hire more women, minorities, etc. On the other hand, my husband is a white male and finds that he and others that fit that description are less likely to be valued in terms of diversity. When I work with people at XX, I am much more aware of their skill level and experience than their cultural, gender, or other diversity. I would much rather that we were blind to diversity and concentrate on hiring and working with the highest skilled individuals we can, and then include them from a secondary diversity standpoint.
- Diversity refers to differences among fellow co-workers and inclusion means including and accepting people know matter what those differences may be.
- Not only tolerating differences, but also accepting and embracing the realities of differences. Full inclusion, and invitation, of minority viewpoints and perspectives with respect and trust.
- NASA has to fill quotas and have functions to make minorities feel better. Most minorities I know say enough is enough, and are tired of all the limelight.
- Is having people with different backgrounds, respecting each other's view, sharing and learning from each other cultural backgrounds and beliefs.
- reverse discrimination against highly educated, experienced white males. being passed over for training opportunities in favor of less experienced females. being passed over for promotion opportunities in favor of younger, less experienced and less qualified persons. being constantly reminded that white males are evil and responsible for all ills of everyone else. routinely required to work more and harder to make up for untrained, unqualified and incapable personnel selected for jobs because they were non-white males.etc etc etc...
- Workplace diversity and inclusion means that I have the ability to work with a group of people that may be different from me but we can work together to accomplish a common goal.
- it means being treated fairly and given the same opportunities to succeed in the workplace as anyone else, despite the color of your skin, gender, or any other differences in your appearance or lifestyle.
- no comment
- Diverse backgrounds, race, ethnicity, and experience can resonate in exemplary team performance if these differences are appreciated and applied. Since our perspective tends to mirror our point of view, good team leaders address the hardest problems and management challenges with a diverse team of people who have demonstrated different approaches to problem solving...has always worked for me.
- Diversity of ideas and opinions
- Respecting the potential each individual brings to the workplace to solve problems or have a positive impact on their work environment.
- I disagree with the concept that diversity means I must treat all beliefs and behaviors with equal acceptance. Moral relativism is a false concept. I do respect each person to have the right to determine their values and beliefs, but I strongly believe that there are absolute values. Nevertheless I can work cooperatively with anyone who does not attempt to impose their values and beliefs into a professional environment. Intelligence and morality are not equivalent, so outstanding work can be done by moral degenerates. I can function effectively in that environment.

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# Comments

## G2. What could NASA do to improve diversity and inclusion in the workplace?

- More targeted training (depending on the results of surveys like this). NASA also needs a non-technical case studies course for folks teaching the organizational lessons learned from Apollo 13, Challenger and Columbia. Ken Human and John Stealey developed such a course and have presented it at MEP, MIP and NASA First sessions at XX but XX has never incorporated it into the APPEL training curriculum. It should be required training for mid-level managers and the value of diversity and inclusion in combatting group think should be one of the prime lessons. Contractors like Jacobs Engineering have incorporated it into their leadership training.
- Listen
- Pay money to someone to provide a useless survey. Ok, you already did that.
- They do an excellent job
- can't see where improvement is needed
- I enjoyed the training I received at XX. I recommend that a on site/on line course be required annually, and one that is professionally done and reveals a quality level equal to or better than this survey format and content. I am impressed with the format of this survey. I can only suggest this for XX. Other Centers may have different options that might be more appropriate.
- I don't have any suggestions.
- Not sure.
- Stop treating people who are 55 and over as a bunch of has beens with limited abilities to contribute to the future.
- I think NASA is doing well in this area, and have no recommendations for improvement.
- I can't think of anything.
- Offer half day or full day training workshops (to include a nice lunch) in which groups of employees from all grades, directorates, civil servants, contractors (no badges) would spend time getting to know each other on a personal level, communication skills, respecting the different value systems, etc. Some refer to it as a touchy-feely workshop.
- Focus more on diversity- and inclusion-focused creative problem solving and innovation and less on physical and/or emotional forms of diversity and inclusion.
- Quit making such a big deal about it.
- As an Agency, somehow break down the cultural barriers between centers in red states, blue states, or SOMD vs. SMD vs. ARMD etc. Also, somehow educate the majority culture (gender, racial, etc.) to recognize that the minority group or culture must be invited and be made to feel welcome to bring forward their viewpoints. Don't assume that they can and will be free to speak up without being invited.
- Do away with it. Quit making issues related to this as well as other areas which categorize people without looking at the task or just capabilities to perform the job. Why should it matter what race, gender, ethnicity, etc.? Why not put the performance of the required job as primary and obtain the best qualified individuals regardless.
- See no problems
- yes, always improvement.
- Recruiting at the NASA centers should expand beyond the regional location of the Center. NASA should also encourage more collaboration among centers so that diverse experiences are utilized.
- Continue to keep diversity and inclusion at the forefront of our minds and policies
- Sometimes it appears that NASA works too hard to improve diversity and inclusion, to a point that it almost puts the majority at disadvantage. I don't think this is planned, but can be an unintentional side effect.
- Become color/ethnic/gender blind

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# Comments

## G2. What could NASA do to improve diversity and inclusion in the workplace?

- make job selections and promotions based on demonstrated training, skills and accomplishments regardless of a persons race, culture, gender...
- give everyone a fair opportunity to try new things at work and not always focusing on the same people every year when its time to excel in new areas. The same select people get the same opportunities and the same people get the awards every year. The rest of us do the same thing with no opportunities to do other things when slots become open.
- Increase diversity numbers at the high levels of management and leadership (positions that make hiring decisions). Representation is an effective way to improve inclusion. The policies are there, but they are worthless without vigilance to ensure equal opportunity. Effective vigilance is improved by representation. Education is helpful, but not very effective.
- I really don't think it's a NASA issue, but rather an individual issue when it comes to someone being treated differently because of diversity or inclusion. NASA can conduct classes, training, etc but until a person is willing to change their views/behavior, their feelings toward others will not change. We have people here at XX that will absolutely refuse to talk with a person of another race or culture unless they have to, for work purposes. Example, you can attend meetings with people during the workday, talk to them about work issues, etc. But as soon as the work day is over and you see them in the community they will turn their heads to keep from acknowledging you, which is ok. This person may not know you enough to make an intelligent decision as to whether they "like" you or not, or don't mind talking with you, but based on your race or position within the organization, they decide whether they want to engage in conversation with you. We have Department Heads that just ignore people they work with away from the work place, based on their race or position, but when they see you at work and HAVE to conduct business, they speak about work and that's it. I find it rather odd for someone to say they support NASA objectives when it comes to diversity, discrimination, etc, yet they can't bring themselves to talk with someone of another race or background unless they absolutely have to. Wonder how they treat people of different races and backgrounds that work in their sections when it comes to assigning tasks, promotions or awards. So even though we say NASA encourages this or that, it's the people that have a problem with others that are going to need to change. I believe that training and awareness type classes can be extremely valuable but folks that look at others as inferior to them based on their skin color, position in the organization or what have you, have been this way all of their lives and they don't want to change. They have family members that work here that are just like them and it's pretty difficult to change the way you feel about someone that doesn't look like you. So what can NASA do to improve diversity and inclusion? I guess "HOPE". Hope that through continually educating the work force things can change, people will eventually retire, and hopefully, the younger ones that are hired have not been taught the same things that caused their predecessors to look at someone that is different from them in a negative
- Read what the Holy Bible says about immorality and homosexuality and realize that we must love all people but CANNOT accept or approve of their ungodly "lifestyles" or behavior.
- Continue to suppress and criticize the majority and give special privilege and attention to the "diversity and inclusion" minority until you wear the majority down. I don't bring my diversity into the workplace nor exclude people who are "different" so long as they don't bring those elements into the workplace. If they flaunt it, I feel I have a right to respond according to my values but only as a reaction, not a first response. They have equal rights but not special privileges.
- I don't see a need for change.
- NASA's action appear to focus on ethnic diversity only as the number one priority.
- I think NASA is doing a great job promoting diversity in the workplace. There are diversity events several times a year.
- I feel like NASA excels in promoting diversity and inclusion in the workplace.
- NASA strives hard to promote diversity and inclusion in every aspect. I cannot think of anything else NASA could do to improve diversity and inclusion in the workplace.

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# Comments

## G2. What could NASA do to improve diversity and inclusion in the workplace?

- Make supervisor's accountable for actions to their supervisor. Make available a mediator who is not responsible to or accountable to NASA Center Management to vent differences. Identify managers and supervisors with only marginal personnel management skills. Promote a more "get to know the personal side of your employees" attitude and foster a better camaraderie between supervisors and employees of the same offices.
- Continue to have annual training with interesting guest speakers.
- NASA could better understand the full concept of diversity. It's not only race and ethnicity. One example would be that during a previous supervisory assignment, I was told the organization I managed (and mostly inherited) was not diverse and the next hire would need to be a different ethnicity. When it was pointed out this group of engineers was approximately female, I was informed that didn't count. I would point out that female engineers are as rare as any other available group (non-white male), and usually have a different approach to problem solving and interpersonal relationships.
- Not much beyond what we are already doing.
- I believe NASA is doing a great job in the area of diversity and inclusion and should keep doing what they are doing.
- I can't think of anything that would be better than what is already being done.
- Stop having Black, Hispanic, Woman Heritage Months. Everyone is equal and as such there should not be a focus on one heritage but a focus on ability
- I don't think that it needs any improvement.
- NASA has policies and procedures in place but the overall effort is left to each individual
- Continue to encourage inclusion
- I think our Center has a robust program of awareness events, employee training, hiring strategies, EEO office staff and ODEO performance metrics to achieve diversity and inclusion. The Baseline Services Level activity pointed out some staffing and funding deficiencies in some of the ODEO programs that could be one way to improve over current practices.
- Use of quick hitting periodic educational points on the subject.
- Stop providing preferences and treat all equal.
- Stop focusing on race and gender. We're tired of it. When will you understand that this overemphasis on "diversity and inclusion" is counterproductive and racist in its own right. If your policy is to constantly force people to think about and focus on race and gender, you will never achieve race- and gender-neutral outcomes. Never. Enough already.
- Quit demanding "it" and start demonstrating "it."
- Ensure to request perspective from all stakeholders prior to making a decision.
- Promoting professional growth in the workplace....Developing and implementing mentor programs for entry level people in the workforce.
- work on communication
- NASA managers & HR reps are so busy protecting their careers that they don't really help anyone who is actually harassed. Stop promoting people who practice favoritism.
- nothing
- Continue doing what they are doing.
- My belief is that employees should first be hired to perform the at hand. No where in the selection process should ones beliefs, sexual proclivity, race, creed, religion, etc. be questioned. NASA does a pretty good job of that.
- Not certain. I think they already do a great job and at the very point in time, I cannot think of areas for improvement.

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# Comments

## G2. What could NASA do to improve diversity and inclusion in the workplace?

- Try to create more diversity in the stem related work areas.
- Examples of successes and/or failures with current training would greatly enhance understanding for the need of diversity and inclusion in the workplace.
- Keep doing what it's doing.
- I am not sure. As does everything, implementation of any new program, initiative or idea requires senior support and enforcement. The Offices of Diversity and Equal Opportunity and Human Capital need a better weapon to combat violations and reward innovative solutions. "Counseling" has not eradicated the problem to-date and should not be the only tool or method utilized.
- We will have succeeded when we stop thinking we have to put each characteristic/identity on a pedestal in order to appreciate and benefit from everyone's individual abilities and inputs.
- NASA does a great job in diversity and inclusion in the workplace.
- NASA is doing a wonderful job already in providing diversity and inclusion training.
- Continue to make workforce aware
- stop making such a big deal about this subject
- Include all races and gender. Do not promote one over the other
- Allow insurance for domestic partners
- Reward individuals with promotions who work diligently for their areas of responsibility.

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